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# HAMILTON-WENTWORTH REGIONAL TRANSIT ASSUMPTION STUDY



TRANSIT TECHNICAL COMMITTEE

November 1974

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December, 1974

Madam Chairman, Members  
Transit Coordinating Committee

RE: Transit Assumption Study

Mrs. Anne Jones:

I herewith present the Transit Technical Committee's report on the impacts of assumption of the Public Transportation System from the City of Hamilton by the Regional Municipality of Hamilton-Wentworth.

The report, I believe, satisfies the requirement that the Technical Committee undertake the study in accordance with the terms of reference and to provide the Transit Coordinating Committee with recommendations accordingly.

The Technical Committee membership was made up of representatives from the Hamilton Street Railway, Planning and Development, Engineering and Finance Departments of the Region, the Ministry of Transportation and Communication and the Traffic Department, City of Hamilton. I acknowledge with thanks, the time and work provided by the members of the Committee in undertaking this difficult study.

In conclusion the Committee believes that this report provides the necessary background information in order for the Coordinating Committee and Regional Council to approve policies with respect to the Hamilton-Wentworth Region's Public Transportation System.

The last task to be undertaken by the Transit Technical Committee is to prepare a Transit Operating By-law. This by-law will be prepared by the Technical Committee and submitted to the Coordinating Committee and Regional Council as soon as practical after the enabling legislation is approved early in 1975.

Respectfully submitted,



D.W. Roughley, P.Eng.,  
Chairman

ATTACH.



## REGIONAL TRANSIT COORDINATING COMMITTEE

Regional Chairman Anne H. Jones, Chairman

Regional Coordinator C.T.C. Armstrong

Councillor F. Campbell

Councillor V.N. Copps

Councillor H. Everett

Mr. T.A. Rice, Hamilton Transit Commission

Councillor P. Valeriano

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Mr. F. Cooke, Hamilton Street Railway

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Mr. J. Little, Hamilton Street Railway





# REGIONAL TRANSIT ASSUMPTION STUDY

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## SUMMARY



The following is a summary of the pertinent findings and recommendations resulting from the study.

The detailed information and analysis which provided the basis for these findings and recommendations is contained in Chapters II, III, IV, V, VI and the Appendix of the report.

## 1. FINDINGS

### a. Operating Costs and Revenue Projections

In 1973 the costs and revenues resulting from the operation of the Hamilton Street Railway were \$9.6 million and \$6.4 million respectively. The system, therefore, operated at a deficit of \$3.2 million. Costs and revenues of Canada Coach Lines were \$3.0 million and \$2.90 million respectively with a \$100,000 deficit on the 1973 operations. In 1973, the H.S.R. deficit was subsidized approximately 40% by the province (in 1974 the operating deficit will be eligible for a 50% provincial subsidy). The deficit on the C.C.L. operation, which is not eligible for provincial assistance, was funded by a grant from the City of Hamilton.

In the future the costs of operating the Hamilton Street Railway and Canada Coach Lines will increase. (see Tables III-1, III-2, III-3, III-4, Chapter III).

By the year 1979, assuming no increase in present fare levels, the annual net deficit (after Provincial subsidies) of the Hamilton Street Railway can be expected to increase to approximately four million dollars due to inflation alone.

This net deficit could increase to approximately eight million dollars if the transit system is expanded to serve developing areas.

If fares remain constant and there is no significant increase in ridership on Canada Coach Lines (the interurban carrier which is not eligible for Provincial subsidy) the annual operating deficit can be expected to increase to approximately two million dollars by the year 1979 due to inflation.

Even with a ten percent fare increase every two years and assuming no significant increase in ridership the annual operating deficit for Canada Coach Lines can be expected to reach one and one-half million dollars by the year 1979.

### b. Allocation of Deficit

The Transit Technical Committee report examined the complex organizational, service and fare structures of the Hamilton Street Railway and the Canada Coach Lines Ltd., and the various basis of apportionment available to the Region to apportion the deficits within the proposed legislation.



The report concluded that the deficits on inter-regional routes, should be a provincial responsibility, (the provincial representative on Committee made no commitment in this regard). Until the province assumes the deficits on these routes they should not be the responsibility of any individual area municipality but the deficit should be part of the general Regional levy and apportioned to the area municipalities on the basis of equalized assessment.

The report concluded that the inter-regional routes, should be a provincial responsibility. Until the province assumes the deficits on these routes they should not be the responsibility of any individual area municipality but the deficit should be part of the general Regional levy and apportioned to the area municipalities on the basis of equalized assessment.

Seven criteria were proposed for judging the various bases of apportionment for Regional transit service deficit.

- a) Generally understood and acceptable.
- b) Easily determined.
- c) Flexible.
- d) Reflect the service available.
- e) Not encourage demand for uneconomical service.
- f) Permit area municipalities input.
- g) Permit area municipalities internal taxing options.

Based on these criteria the Transit Technical Committee concluded that the apportionment of the Regional transit service deficit should be on the basis of equalized assessment within an "Urban Transit Area". The "Urban Transit Area" was defined as an area that received a predetermined level of service, which would be established in consultation with the area municipalities.

The interim report on alternatives for allocation of deficits was examined by the Transit Coordinating Committee who concluded that the criteria for judging the basis of apportionment for Regional transit service deficit were deficient in that they did not reflect the importance of a transit service to the financial vitality of the Region in total and that all municipalities should be expected to contribute on some basis to the continued growth potential of the Region. (See Tables IV-5, IV-6, Chapter IV, IV-A.4, IV-A.5, Chapter IV Addendum).

### c. Legislation

In order to implement the resolution passed by the Hamilton-Wentworth Regional Council on April 16, 1974 which stated, in essence, that transit should be a responsibility of Regional Government, it is necessary that the Regional Municipality of Hamilton-Wentworth Act, 1973 be amended and that certain Sections of the City of Hamilton Act be repealed.

#### d. Organizational Structure

The main issue relating to organizational structure is whether or not a change is required at this time in the Policy organization of the Public Transportation System with assumption of the System by the Region.

In our review of Policy Organization, we believe there are three (3) basic alternatives namely the

- (1) An Appointed Commission
- (2) A Committee of Regional Council
- (3) An Appointed Commission (restructured with administrative and system support from the Region)

Six (6) key issues were found to be relevant in evaluating organizational alternatives for the public transportation system. The issues are:

- (1) Responsiveness to public need
- (2) Degree of Regional Council Influence
- (3) Degree of Integration with other Service Policies
- (4) Degree of use of Regional Resources
- (5) Adherence to policies of Province of Ontario
- (6) Impacts on existing organization and staff.

## 2. RECOMMENDATIONS

#### a. Allocation of Deficit

After reviewing the conclusions of the Technical Committee (see FINDINGS, paragraph b. above), the Transit Coordinating Committee concluded that the Regional transit service deficits should be apportioned half on the basis of equalized assessment for the whole Region and half on the basis of revenue miles to the benefitting municipalities and the subsidy in respect of special adult fares be apportioned to the municipalities benefitting.

Specifically the Transit Coordinating Committee recommended:

- 1) "that the "Urban Transit Area" be defined in the Regional Public Transportation Operating By-law as the whole of the Region.
- 2) That 50% of the Regional Public Transportation Deficit after Provincial subsidy be apportioned to the Area Municipalities on the basis of Equalized Assessment.
- 3) That the remaining 50% of the Public Transportation Deficit be apportioned to the Area Municipalities on the basis of revenue miles.
- 4) That the Regional Public Transportation Deficit after Provincial subsidy to be apportioned under 2) and 3) above not include the cost of special adult rates as subsidized by the City of Hamilton.

- 5) The net cost of reduced fares and passes of special adult rates as subsidized by the City of Hamilton are to be apportioned directly to the Area Municipalities benefitting.
- 6) That the Inter-Regional Public Transportation Deficit be apportioned to the Area Municipalities on the basis of Equalized Assessment."

In order to implement the intent of the Transit Coordinating Committee's recommendations, the Transit Technical Committee made the following recommendations:

- 1) The Regional transit service should be funded through one operating body (for the present time the Hamilton Street Railway).
- 2) That negotiations should commence with the province for them to assume the cost of the Inter-regional transit services.
- 3) The deficit of Canada Coach Lines in respect of inter-regional routes to form part of the general levy of the Region until it is met 100% by the province.
- 4) That a standard fare policy be implemented within the Urban Transit area.
- 5) That the Urban Transit area be designated as soon as possible.
- 6) That a committee of the Treasurers of the area municipalities be established to agree the calculations of revenue miles on the basis of the operating by-law.
- 7) That the officials on the Hamilton Street Railway and Canada Coach Lines be required to prepare the necessary records and information for submission to Committee of Treasurers.

b. Legislation

- 1) Amendments be made to the Regional Municipality of Hamilton-Wentworth Act, 1973 as outlined in detail in Chapter V of this report.
- 2) The following Sections of the City of Hamilton Act be repealed:
  - The City of Hamilton Act, 1960, being Chapter 142, and
  - Section 2 of The City of Hamilton Act, 1961-62 (No. 2), being Chapter 151, and
  - Section 1 of The City of Hamilton Act, 1966, being Chapter 171, and



- Section 2 of The City of Hamilton Act, 1970, being Chapter 153, and
- Section 1 of The City of Hamilton Act, 1971, being Chapter 113, and
- Section 3 of The City of Hamilton Act, 1973, being Chapter 191.

c. Organizational Structure

- 1) The policy body for the Regional Public Transportation System should remain a Commission structure at this time.
- 2) The Regional Council should review the Commission Structure in three (3) years.
- 3) The Commission should be named the Hamilton-Wentworth Transit Commission.
- 4) The Commission should have a membership of persons with political and non-political background and should be made up of the following members:

Three (3) Regional Councillors (appointed by Regional Council);

Two (2) Citizens (appointed by Regional Council).

In addition the Chairman of the Hamilton-Wentworth Region is recommended to sit ex-officio on the Commission.

It is also recommended that the General Manager of the Hamilton Street Railway Company and the Regional Coordinator attend all meetings of the Commission.

- 5) The position of Secretary of the Commission should be filled on a permanent basis.
- 6) It is recommended that the Management of the Public Transportation System and the Regional Planning and Engineering Departments maintain a coordinated approach to transportation planning, programming and budgeting through the Regional Coordinator.
- 7) The role of the Hamilton-Wentworth Transit Commission as a policy making body responsible for Public Transportation Service should be clearly defined in a Regional Operating By-law.
- 8) The role of the Commission and its objectives should be developed, documented and approved by the Regional Council.

- 9) The General Manager should continue to be responsible to administer and manage the Public Transportation Systems. The duties and responsibilities of the General Manager and Staff of the Company and their relationship to the Commission and Regional Council should be clearly defined and approved by the Commission and Regional Council.
  - 10) The Commission should have regular meetings on a monthly basis, and these meetings should be open to the public.
  - 11) The Regional Councillors should not receive any compensation for an Appointment to the Commission. The citizen members of the Commission should be reimbursed for their time spent at Commission meetings and for expenses incurred on Commission business. The rate of compensation should be established by Regional Council.
  - 12) The General Manager should seek the cooperation of the Regional Administration to provide, where required, support functions which are available from Regional resources and staff.
  - 13) The Transportation Goals of the Region, to include Public Transportation, should be clearly defined, documented and approved by Regional Council in the future.
- d. Local Municipality Estimates of Increased Transit Service

The following recommendations arise from the meetings with the Councillors and Officials of the Area Municipalities.

- 1) The Regional Transit Operator should develop an interface and reporting relationship with the Regional and Local planning groups in order that the Transit Operator is aware of development as it occurs.
- 2) Unique service requirements within the Regional Transit System should be recognized and service provided as warranted in cooperation with the Area Municipalities.
- 3) The Regional Transit Operator should place particular emphasis on the development of a public relations program and the dissemination of information to the public and to Area Municipalities.

# INTRODUCTION





## 1. BACKGROUND

On April 16, 1974, the Council of the Regional Municipality of Hamilton-Wentworth approved the following recommendation contained in the April 11, 1974, report of the Finance Committee:

That the Regional Council confirm the recommendations of the Finance Committee that transit should, in principle, be a Regional responsibility but that these responsibilities not be assumed until January 1, 1975;

that all studies on the legal and financial implications of such a transfer and on the structure of a proposed Regional system be continued, and, if necessary, accelerated;

that the Co-ordinator be instructed to draft a report pointing out all legislative changes which must be recommended to the Province of Ontario to make possible the transfer from the City of Hamilton to the Regional Municipality of Hamilton-Wentworth the responsibility for transit;

and further, that the Finance Committee be responsible for the guidance of the Studies presently underway - but that the Finance Committee refer to the other appropriate committees any recommendation affecting their areas of recommended policy.

## 2. STUDY ORGANIZATION

A Technical Committee, consisting of representatives of the Hamilton-Street Railway, the City of Hamilton, the Regional Finance Department, the Regional Engineering Department, the Regional Planning Department and the Ontario Ministry of Transportation and Communications, was formed to advise the Regional Council on the details of implementing the Council resolution.

This technical committee was directed to report to Regional Council through a Transit Coordinating Committee. The Transit Coordinating Committee was composed of the following members: Anne H. Jones, Regional Chairman; Councillor V. K. Copps; Councillor F. Campbell; Councillor H. Everett; Councillor P. Valeriano; T.A. Rice, Chairman Hamilton Transit Commission; C.T.C. Armstrong, Regional Coordinator.

## 3. TERMS OF REFERENCE

The Technical Committee's terms of reference, approved by the Transit Coordinating Committee were as follows:

1. Inventory and define the following aspects of the Transit System being operated by the Hamilton Street Railway Company (H.S.R.) and its subsidiary, Canada Coach Lines Limited (C.C.L.);
  - a) The physical assets and liabilities;
  - b) Capital cost commitments and projections based on present operation;
  - c) Any franchise and operating agreements presently in effect with the two companies;
  - d) The bus routes and service areas under the following broad categories;

- Regional	- Hamilton Street Railway
	- Canada Coach Lines
- Inter Regional	- Hamilton Street Railway
	- Canada Coach Lines
  - e) The existing levels of transit service provided within the categories of service areas described in the above item (d);
  - f) Any other service(s) provided by either company.
2. Estimate operating and capital costs and revenues for the existing transit services provided within the categories identified in the above Terms of Reference, item (d). Also identify the present policies of fare subsidization followed by the Area Municipalities within the Region, re: Senior Citizen reduced fares, students fares, etc.
- 3.a) Identify and project the operating and capital costs and revenues expected in the next five years including any presently planned expansions of equipment and service. Examine the cost-revenue deficit relationships within this period on the basis of a minimum 10% and maximum 20% acceleration rate of Capital and Operating Costs.
- b) Request the area municipalities, with the exception of the City of Hamilton, to identify desired additional transit services within their respective municipality. Identify and project the capital and operating costs of these additional services for the next five years.



4. Identify and examine alternative methods of distributing transit service deficits to the various municipalities within the Region and, where appropriate, in other Regions.
5. Review the legislation affecting transit service in the Region and in the City of Hamilton and detail any necessary changes which will be required to accomplish a change in ownership of the Transit Company from the City to the Region, effective 1st January, 1975.
6. Identify and examine the present and alternative organizational and reporting structures within the Region in order to effectively administer the Transit Service when the Region assumes this responsibility.



II

THE  
HAMILTON TRANSIT  
COMMISSION





The Hamilton Transit Commission is responsible for the operation of the Hamilton Street Railway Company (H.S.R.) and its wholly-owned subsidiary, Canada Coach Lines Limited (C.C.L.). The shares of the Hamilton Street Railway Company are held by the Commission in trust for the City of Hamilton. The financial position of the Commission in 1973 is presented in the balance sheet and statement of earnings on pages A-1 and A-2 in the Appendix.

The purpose of this chapter is to inventory and define the following aspects of the Hamilton Street Railway Co. and Canada Coach Lines:

- 1) Bus Routes and Service Areas;
- 2) The Physical assets and liabilities;
- 3) Capital cost commitments and projections;
- 4) Operating Statistics;
- 5) Franchise and operating agreements.

Routes can be categorized as Regional and Interregional. Regional routes are those routes which are completely within the Hamilton-Wentworth Region. Interregional routes are those routes which cross the regional boundary.

## 1. HAMILTON STREET RAILWAY COMPANY

The Hamilton Street Railway provides local transit service within the City of Hamilton as well as operating routes into Burlington, Dundas, Ancaster and Stoney Creek.

### a. Bus Routes

Figure 1 illustrates the route network of the Hamilton Street Railway. Bus routes, for the purpose of this study, are classified as regional and interregional. Regional routes are those routes which are completely within the Region and interregional routes are those routes which cross the Regional boundary. The route to Burlington is the only interregional route.

Figures 2, 3, 4, 5 illustrate the route coverage of the Hamilton Street Railway in Hamilton, Ancaster, Dundas and Stoney Creek respectively. The shaded portion around each route represents the area that is within one-quarter mile of the bus route. This is the catchment area. Catchment areas are not indicated on those routes which do not provide a minimum of at least weekday service.

Within the Region there are three H.S.R. routes which provide daily service between municipalities. They are:

- 1) Hamilton to Ancaster
- 2) Hamilton to Dundas
- 3) Hamilton to Stoney Creek - Queenston Road

Service statistics and ridership volumes for these routes are shown on page A-3 in the Appendix.

b. Physical Assets and Liabilities

The fixed assets and long-term debt of H.S.R. as at December 31, 1973 are shown on page A-4 in the Appendix. The book value of the fixed assets at the end of 1973 was \$4,277,836. The long-term debt consists of demand loans for equipment purchases. The total debt, excluding the portion due in 1974, is \$860,300.

A summary of the vehicles owned by H.S.R. in June, 1974 is presented on page A-5 in the Appendix. Of the 263 buses, one-third are less than four years old, one-third are from four to ten years of age, and one-third are older than ten years. The average life of diesel and gasoline buses is ten-fifteen years, and that of trolley buses is fifteen years. In the H.S.R. fleet there are forty-one vehicles older than fifteen years.

The land, buildings and other fixed assets of H.S.R. are outlined on page A-6 in the Appendix. The main components are summarized below:

- 1) Three buildings and the yard at 18 Wentworth Street, Hamilton;
- 2) A 10 acre lot near Hwy. 53 and Upper Wellington Street;
- 3) A substation at Kenilworth Avenue and Cannon Street;
- 4) About 64 miles of one-way trolley wire.

c. Proposed Capital Expenditures

A list of the proposed capital expenditures of the Hamilton Street Railway is presented on page A-7 in the Appendix. The main expenditures are for new buses and for the construction of a substation on Lake Avenue and two miles of new trolley lines on Queenston Road.

The estimated total amount of the proposed capital expenditures to 1978 is \$4,706,000.

# THE REGIONAL MUNICIPALITY OF HAMILTON - WENTWORTH

SCALE  
0 IN. = 2 MILES

## LEGEND HAMILTON STREET RAILWAY SYSTEM

- REGIONAL ROUTES
- INTERREGIONAL ROUTES

AS DECEMBER 31, 1973



REGIONAL TRANSIT  
ASSUMPTION STUDY

Fig. 1





# LEGEND

- 1/2 MILE CATCHMENT AREA
- HAMILTON STREET RAILWAY
- ROUTES OPERATING ALL DAY
- SUMMER ROUTES
- RUSH HOUR ROUTES
- SCHOOL HOUR ROUTES
- INTERREGIONAL ROUTES
- CANADA COACH LINES
- DAILY CCL SERVICE

AS DECEMBER 31, 1973

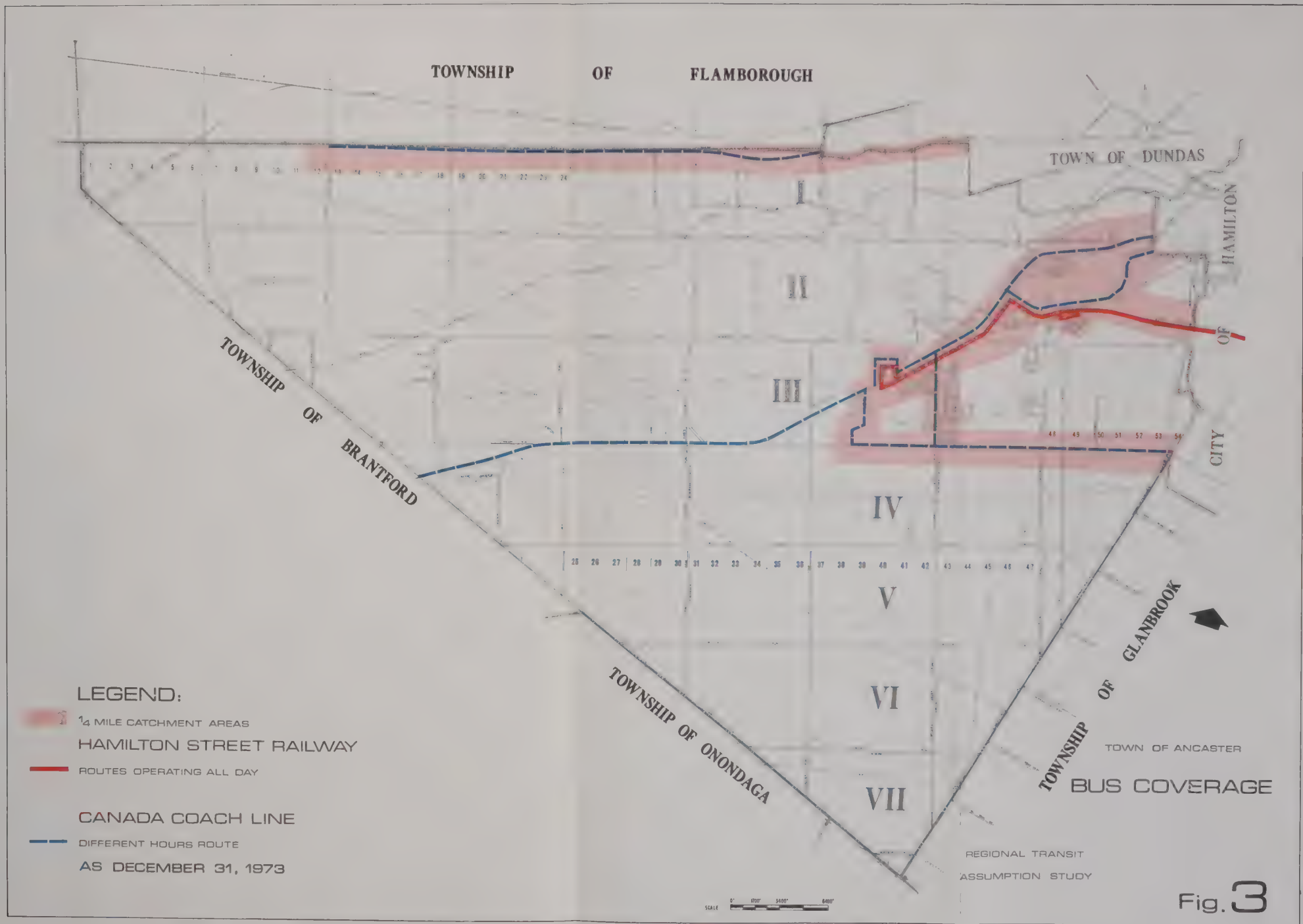


CITY OF HAMILTON  
BUS COVERAGE

REGIONAL TRANSIT  
ASSUMPTION STUDY

Fig. 2









LEGEND:

1/2 MILE CATCHMENT AREA

HAMILTON STREET RAILWAY

ROUTES OPERATING ALL DAY

CANADA COACH LINES

SERVICE ONCE WEEKLY ONLY

ALL OTHER C.C.L. SERVICE

AS DECEMBER 31, 1973

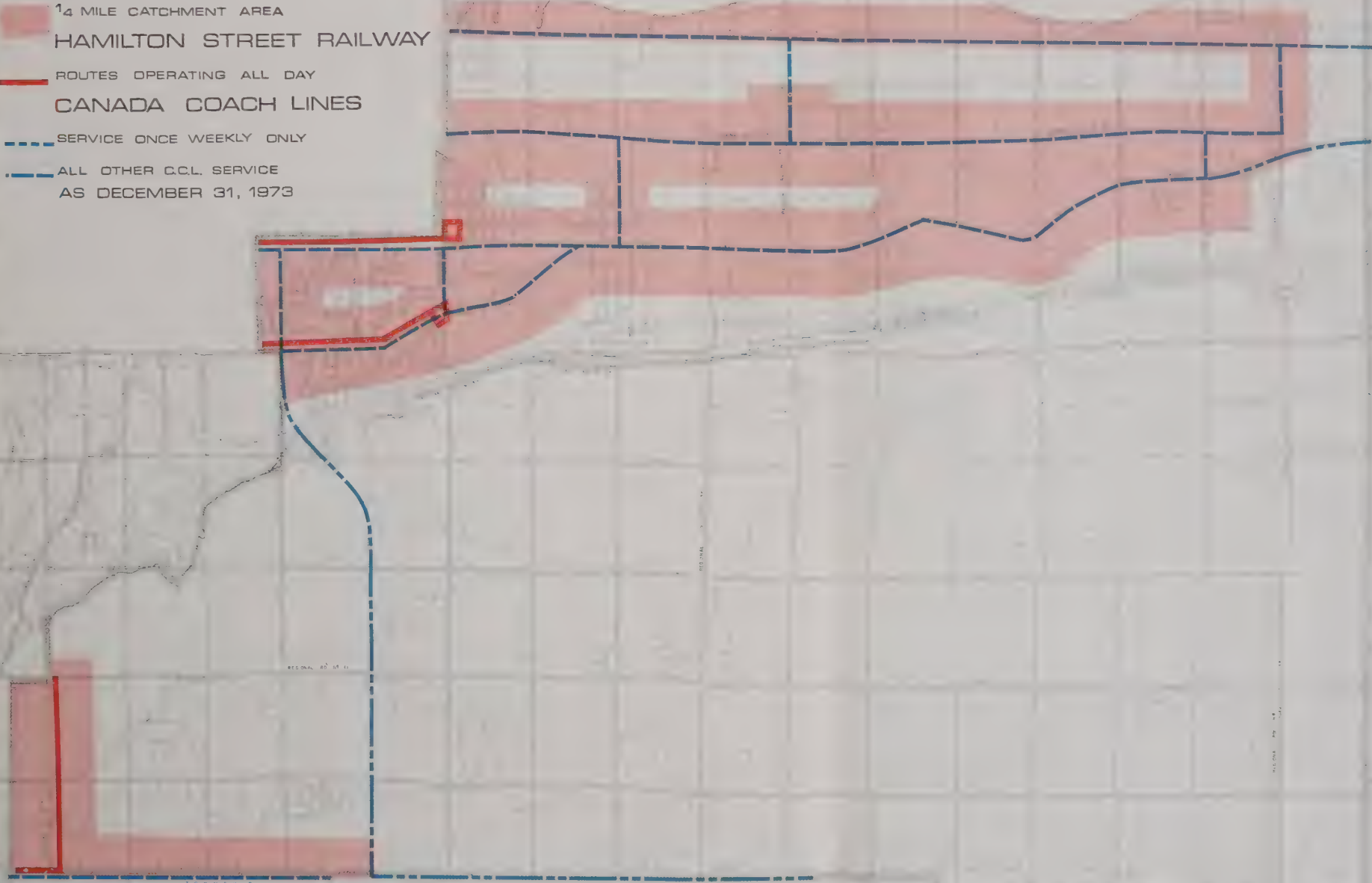


Fig. 4



LEGEND:

- 1/4 MILE CATCHMENT AREA
- HAMILTON STREET RAILWAY
- ROUTES OPERATING ALL DAY
- CANADA COACH LINES
- SERVICE ONCE WEEKLY ONLY
- ALL OTHER C.C.L. SERVICE
- AS DECEMBER 31, 1973



TOWN OF STONEY CREEK  
BUS COVERAGE

REGIONAL TRANSIT  
ASSUMPTION STUDY

Fig. 5





d. Operating Statistics - 1973

Table II.1 below contains a summary of operating statistics for the Hamilton Street Railway routes for 1973. A more detailed analysis of operating statistics is shown on pages A-8 through A-11 in the Appendix.

TABLE II.1

Hamilton Street Railway Summary of  
Operating Statistics - 1973

Item	Amount
Direct cost of providing services	\$ 8,748,000
Depreciation and Financing Charges	\$ 521,000
Total Operating Cost	\$ 9,269,000
Revenue from Operations	\$ 6,396,000
Total Operating Deficit	\$ 2,873,000
Revenue Passengers Carried	25,953,340
Miles Operated	8,178,647
Revenue Passengers Carried Per Mile	3.2
Route Miles - Round Trip	363

e. Agreements and Operating Licences

The principal agreements and operating licences of H.S.R. are listed on page A-12 in the Appendix. H.S.R. has three Public Vehicle Operating Licences in respect of its service to the area municipalites.

## 2. CANADA COACH LINES

Canada Coach Lines provides intercity service in the Niagara and Southwestern Ontario regions. C.C.L. also provides some local service to the municipalites around Hamilton.

a. Bus Routes

Some of the C.C.L. routes are Regional since they are completely within the Region.

Figure 6 shows the complete route system of Canada Coach Lines.

Figure 7 shows the regional and interregional routes of C.C.L. within the Hamilton-Wentworth Region.

Figures 2, 3, 4, 5, show the route coverage of C.C.L. in Hamilton, Ancaster, Dundas and Stoney Creek.

The shaded portion around each route represents the area that is within one-quarter mile of the bus route. This is the catchment area. Catchment areas are not indicated on those routes which do not provide weekday service. There are three Canada Coach Line routes that fall into this category. Two routes are in Dundas and are shown on Figure 4. A third route is in Stoney Creek and is shown on Figure 5. Five of the routes provide daily service between municipalities within the region:

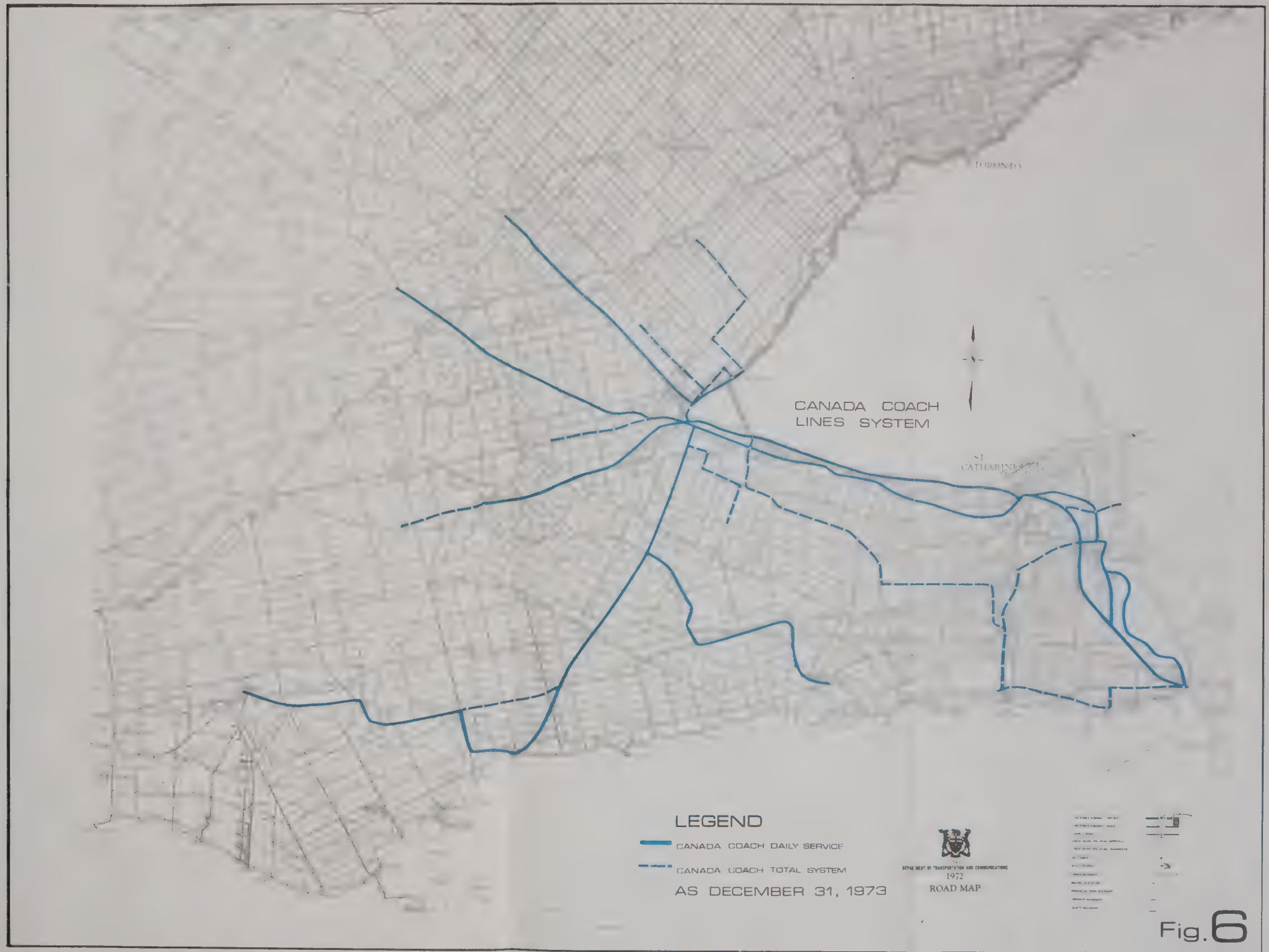
- 1) Hamilton - Ancaster
- 2) Hamilton - Dundas
- 3) Hamilton - Binbrook
- 4) Hamilton - Stoney Creek
- 5) Hamilton - Waterdown

Service statistics and ridership volumes for these routes are shown on pages A-13, A-14 in the Appendix.

The level of service on Canada Coach Lines' routes is illustrated in Figure 8 which shows the number of weekday bus vehicle trips. This number is the total one-way trips, i.e., there are ten one-way trips from Hamilton to Guelph, or five trips in each direction.

The average weekday ridership volumes on the Canada Coach Lines' routes are shown on Figure 9. These volumes represent the total number of riders travelling on the route. The volumes on each route are subdivided into the following components:

- 1) The total number of riders travelling on the route within the Regional Municipality of Hamilton-Wentworth;
- 2) The total number of riders on the route travelling completely outside Hamilton-Wentworth;







# THE REGIONAL MUNICIPALITY OF HAMILTON - WENTWORTH

SCALE  
0 1 2 3 4 5  
MILES

## LEGEND CANADA COACH LINE ROUTES

- REGIONAL ROUTES
- INTERREGIONAL ROUTES

AS DECEMBER 31, 1973







- 3) The total number of riders on the route who cross the regional boundary.

Example: On the Hamilton-Brantford route, there are 366 riders travelling within the region, 46 riders travelling completely outside the region, and 225 riders who cross the regional boundary. The total number of weekday riders on the Hamilton-Brantford route is the sum of these components, or 637.

#### b. Physical Assets and Liabilities

The fixed assets and long-term debt of C.C.L. as at December 31, 1973 are shown on page A-15 in the Appendix. The book value of the fixed assets at the end of 1973 was \$1,002,705. The long-term debt consists of demand loans for equipment purchases. The total debt, excluding the portion due in 1974, is \$210,500.

A summary of the vehicles owned by C.C.L. in June 1974 is presented on page A-16 in the Appendix. There are 117 buses in the C.C.L. fleet; 9 vehicles are less than four years old, 50 buses are between four and ten years of age, and 58 vehicles are older than ten years.

The land and buildings owned by Canada Coach Lines are outlined on page A-17 in the Appendix. The main components are summarized below:

- 1) Garage and yard on Catharine Street, Hamilton;
- 2) A frame building at Crystal Beach;
- 3) Two garages at Welland;
- 4) A garage at Niagara Falls.

#### c. Proposed Capital Expenditures

Canada Coach Lines has no planned capital expenditures except for the committed purchase of five intercity buses. These buses, which are scheduled for delivery in 1974, will cost about \$300,000.

#### d. Operating Statistics - 1973

Table II.2 below contains a summary of operating statistics for C.C.L. routes for 1973. A more detailed analysis of operating statistics is shown on pages A-18 through A-22 in the Appendix.

TABLE II.2

Canada Coach Lines Summary of  
Operating Statistics - 1973

Item	Amount
Direct cost of providing services	\$ 2,825,000
Depreciation and Financing Charges	\$ 210,000
Total Operating Cost	\$ 3,035,000
Revenue from Operations	\$ 2,933,000
Total Operating Deficit	\$ 102,000
Revenue Passengers Carried	3,433,910
Miles Operated	3,258,031
Revenue Passengers Carried Per Mile	1.1
Route Miles - Round Trip	1,070

e. Agreements and Operating Licences

The principal agreements and operating licences of C.C.L. are listed on page A-23 in the Appendix. C.C.L. has twenty-four Public Vehicle Operating Licences.

### 3. FARE STRUCTURE & SUBSIDIZATION POLICIES

a. Hamilton Street Railway

The bus fares and the present policies of fare subsidization followed by the area municipalities on the Hamilton Street Railway are outlined below by municipality.

1) City of Hamilton

The official tariff adopted for 1974 set adult fares at 50¢ cash or 3 tickets for \$1.35.

The fares charged to riders are detailed below:

1. Adults - 30¢ or 4 tickets for \$1.00.
2. Students - 8 tickets for \$1.00
3. Senior Citizens (65 years of age or over) and special adults - 4 tickets for 50¢

# THE REGIONAL MUNICIPALITY OF HAMILTON - WENTWORTH

SCALE  
0 1 2 3 4 5 6 7 8 9 10  
MILES

## LEGEND

## CANADA COACH LINE ROUTES

TOTAL DAILY BUS VEHICULAR  
TRIPS

AS DECEMBER 31, 1973

TO GUELPH

CARLISLE

TO BURLINGTON

LAKE ONTARIO

TO NIAGARA FALLS  
& BUFFALO N.Y.

TO KITCHENER

### LEGEND

- KING'S HIGHWAY
- KING'S HIGHWAY
- REGIONAL ROAD
- LOCAL ROAD OR STREET
- MUNICIPAL BOUNDARY

TO BRANTFORD

TO DUNNVILLE & TILLSONBURG

REGIONAL TRANSIT  
ASSUMPTION STUDY

Fig. 8





# THE REGIONAL MUNICIPALITY OF HAMILTON - WENTWORTH

0 1 2 MILES

**LEGEND**  
CANADA COACH  
LINE ROUTES  
TOTAL DAILY BUS RIDERS  
AS DECEMBER 31, 1973





4. Senior citizens (70 years of age or over) may purchase a \$10.00 annual bus pass which entitles the holder to the services of H.S.R.

The City makes a stabilization payment of 11.8¢ per revenue passenger to the H.S.R. Fare Equalization payments are made by the City of Hamilton on a per ticket basis for the student, senior citizen and disabled fares. The cost to the city of each senior citizen pass is \$75.00 per year less the \$10.00 received.

## 2) Town of Dundas

The adult cash fares within Dundas are the same as those in Hamilton. Senior citizens pay 10¢ per ticket for in town travel only. Students can purchase 10 tickets for \$2.70. (Dundas-Hamilton) Adult ticket fares are 5 for \$1.05 (within Dundas).

Dundas purchases tickets from H.S.R. at 5 for \$1.05 (21¢ each) for sale to senior citizens at 10¢ per ticket. The town absorbs the 11¢ loss on each ticket. This system was started in February, 1974.

## 3) Town of Stoney Creek

The adult fares within Stoney Creek are the same as those in Hamilton. Senior citizen fares are 4 tickets for 50¢ and student and child fares are the same as in Hamilton.

Stoney Creek purchases tickets from H.S.R. at 4 for \$1.00 for sale to senior citizens at 4 for 50¢.

## 4) Town of Ancaster

The adult student and children fares within Ancaster vary according to distances travelled.

## 5) Regional Fares - H.S.R.

Hamilton - Dundas	- 45¢ or 10 tickets for \$3.85
Hamilton - Ancaster	- 50¢ or 10 tickets for \$4.25
Hamilton - Stoney Creek	- 40¢ (city ticket plus 10¢ to cross boundary)

## b. Canada Coach Lines

Hamilton - Dundas	- 50¢ or 10 tickets for \$4.25
Hamilton - Ancaster	- 55¢ or 10 tickets for \$4.70
Hamilton - Stoney Creek	- 55¢ or 10 tickets for \$4.70

There is a multiple tariff throughout the entire Canada Coach Lines System providing special fares for students, commuters, etc.

c. Ontario Ministry of Transportation and Communications  
Subsidization Policy (1974)

1) Transit Operating Deficit

Subsidy will continue to be paid at the rate of 50 per cent on the operating deficit of a municipal transit system. It will be necessary for the municipality to submit a request for an allotment to cover this item and a formal request for payment as in the past.

(The formula that existed in 1973 which defined the limit of Ministry of Transportation and Communications' 50% subsidy for a transit operating deficit is as follows:

Maximum	\$1.00 per capita	\$3.00 per capita	\$0.05 per
Municipal Payment=	for first 10,000 +	for remainder of +	reven-
Eligible for	population	population	ue pass-
Subsidy			enger

In the case of the City of Hamilton for 1973, the population for the Town of Dundas, the Town of Stoney Creek and the Township of Ancaster, was included in the above-noted formula because of local transit service provided by the Hamilton Street Railway Company.)

2) Transit Capital Assistance

Effective December 1st, 1972, subsidy will be paid at 75 per cent towards the purchase of specific capital assets, subject to a maximum amount defined by population based on an upset limit of \$2.00 per person up to 150,000 and \$3.00 per person over 150,000. The following items will be eligible for this subsidy, subject to prior approval by the Ministry:

1. The purchase of new buses, trolleys, streetcars or service vehicles.
2. Any major rebuilding of trolley or street car fleets.
3. The acquisition of land and construction of buildings required for maintenance or terminal facilities.
4. The purchase and erection of roadside shelters, signs and benches.
5. The construction of parking lots that are operated as part of a public transportation system.



### 3) Special Transit Capital Assistance

Under certain conditions and with specific prior approval, special assistance may be granted in excess of the formula at the 75 per cent rate for such items as:

1. Setting up a new system.
2. Large expansion of system (regionalization).
3. Change in fleet type.
4. Large renewal programs (streetcars, trolleys).
5. Terminal or maintenance facility.

The above policy presently affects the Hamilton Street Railway only but may also affect Canada Coach Lines Limited for that amount which may be regarded as part of the Regional Transit System.

## 4. RELEVANT BY-LAWS & ACTS

The following By-laws, agreements and acts are relevant to the establishment and functioning of the existing Hamilton Transit Commission:

- By-law 8900: To authorize the purchase of all the shares of the Hamilton Street Railway Company.
- Agreement dated 1 February 1960 - between Francis Farwell and the Corporation of the City of Hamilton
- The City of Hamilton Act (1960)
- The City of Hamilton Act (1960-61)
- The City of Hamilton Act (1961-62) Bill Pr 28
- The City of Hamilton Act (1961-62) Bill Pr 36
- The City of Hamilton Act (1966)
- By-law 9180: To establish the Hamilton Transit Commission and to appoint the first three members and the first chairman thereof.
- By-law 9152: To authorize the completion of the purchase of all of the shares of the Hamilton Street Railway Company
- By-law 9153: To authorize the issue of debentures



- By-law 10322: To appoint the Members and the Chairman of the Hamilton Transit Commission
- By-law 67-12: To appoint the Members and the Chairman of the Hamilton Transit Commission

III

OPERATING COSTS  
&  
REVENUE PROJECTIONS



The purpose of this chapter is to project the operating costs and revenues of the Hamilton Street Railway and Canada Coach Lines expected in the next five years, and to examine the operating deficits within this period.

## 1. HAMILTON STREET RAILWAY COMPANY

The costs and revenues of the Hamilton Street Railway were projected using the budgeted 1974 figures as a base. The costs were inflated 10% and 20%. The 10% increase is intended to reflect the effects of inflation and assumes no extension of service, whereas the 20% increase reflects some growth and service expansion. Revenues were increased at annual rates of 4% and 8% in order to provide revenue projections that are considered pessimistic and optimistic within the transit industry. These rates assume that transit fares will remain constant and, therefore, the estimated revenues reflect solely the expected growth in ridership.

The costs that were included in the analysis are:

1. The direct cost of providing services;
2. Depreciation charges;
3. Financing charges;
4. Provisions to capital reserve for improvements and replacements;
5. Dividends to the Hamilton Transit Commission for payment of debenture charges to the City of Hamilton.

The revenue used in the analysis was that resulting directly from operations.

The operating deficit is eligible for a provincial subsidy of approximately 50%. Payments to the capital reserve fund are not eligible for subsidy.

The estimated costs, revenues and operating deficits are shown in Tables III.1 and III.2.

## 2. CANADA COACH LINES

The financial projections for Canada Coach Lines are based on the 1974 estimated costs and revenues. The costs were inflated at an annual rate of 10%. This rate reflects only inflation and assumes no expansion of the existing service. Operating deficits were estimated on the basis of the two revenue situations explained below:

1. Revenue remains constant, i.e. there is no growth in ridership and no fare increases.

2. Fares are raised in two-year intervals to provide a 10% increase in revenue. It is assumed that a fare increase would have no affect on ridership and also that there is no growth in ridership.

Canada Coach Lines is an interurban carrier and, therefore, is not eligible for provincial subsidy.

The financial projections for these revenue situations are shown in Tables III.3 and III.4.

### 3. LOCAL MUNICIPALITY ESTIMATES OF INCREASED TRANSIT SERVICE

In order to assist the Study Team to prepare cost projections for five years and to relate to the needs of the Area Municipalities, the Councils and staff of the Area Municipalities (with the exception of the City of Hamilton) were requested to provide their opinions as to desirable transit service changes, extensions or any other public transportation improvements which may be sought in their Community in the next five years. The form letter sent to the Councillors and Officials is shown on page A-25 in the Appendix.

The Town of Ancaster, Dundas and Stoney Creek and the Township of Flamborough provided the following comments either verbally at meetings or by correspondence. The Township of Glanbrook did not submit a report.

#### a. Town of Ancaster

The Town indicated that they did not envisage the need for a substantial increase in transit service but requested that certain growth patterns be recognized. These growth patterns will emphasize in the next five years a policy of infilling with a maximum development of two hundred (200) residential units per year. In addition to this the development of lands north of Highway No. 53 and east of Southcote Road may be likely in the next five years. In keeping with this development pattern, examination of a local trunk feeder service was requested in the built up areas of the Town. This request was voiced with the concept of Dial-A-Ride in mind.

In addition to the above a more adequate publicity programme and better distribution of timetables and route schedules was requested.

#### b. Town of Dundas

The Town of Dundas also requested examination of a local bus service. It was pointed out that a two month trial service was planned to provide such a service. This service was instituted in October of 1974. In addition to this the desire was expressed by various Councillors that a cost-revenue approach be established whereby the fare-box supported more of the costs of transit service.



c. Town of Stoney Creek

The Busing Committee of the Town of Stoney Creek presented four (4) main requests; as follows:

1. The continued extension of transit service into the developing areas below the escarpment. Specifically mentioned was the area bounded by Gray Road, King Street, Millen Road and Barton Street.
2. The possibility of having a shopping service in the rural areas of the Town, above the escarpment. It was specifically mentioned that a service on Green Mountain Road, east to Sixth Road, south to Mud Street, west to Highway No. 20 and then connecting to the services in the lower Town should be instituted.
3. The extension of urban bus service into the Saltfleet Community Development (Satellite City) as population growth warrants.
4. An advertising programme and distribution of timetables and routes on the Canada Coach Lines services. Specifically mentioned was the lack of information to the residents east of Millen Road.

d. Township of Flamborough

The Township expressed concern with respect to the continuation of public transit services into their area and specifically to Waterdown, Carlisle and Greensville. This concern was based on the Councils role in the decision making with regards to service extensions and/or curtailment of service. No other specific requests were made and the Township Council indicated that they will be forwarding a brief to the transit operator at a later date.

e. Summary of Observation

In summary several key issues were conveyed in the presentations and discussions. These issues were:

1. The desire for public transit service on the basis of population and development warrants.
2. The desire for transit service of the type to suit the situation. For example express-bus, prescription bus and demand responsive systems.
3. The desire to have the transit user pay more of the real cost of the transit service.

4. The desire for more effort to be expended on advertising and promotion of transit services.

It should be noted that the above observations will not materially affect the assumptions of cost projections presented in paragraphs 1. and 2. of this Chapter.

f. Recommendations

The following specific recommendations arise from the meetings with the Councillors and Officials of the above Municipalities.

1. The Regional Transit Operator should develop an interface and reporting relationship with the Regional and Local planning groups in order that the Transit Operator is aware of development as it occurs.
2. Within the Regional Transit System there are unique situations which warrant unique service. These unique service requirements should be recognized and provided as warranted in co-operation with the Area Municipalities.
3. The Regional Transit Operator should place particular emphasis on the development of a public relations program and the dissemination of information to the public and Area Municipalities.

TABLE III.1 - Projected Costs and Revenues (millions of dollars)  
(Costs inflated at 10%) HSR

Year	Operating Costs (10% Growth)	Revenue (4%)	Gross Deficit	Net Deficit to Region	Revenue (8%)	Gross Deficit	Net Deficit to Region
1974 (Budget)	10.7	6.6	4.1	2.0	6.6	4.1	2.0
1975	11.7	6.9	4.8	2.4	7.2	4.5	2.2
1976	12.8	7.2	5.6	2.8	7.7	5.1	2.5
1977	13.9	7.5	6.4	3.2	8.4	5.5	2.7
1978	15.2	7.8	7.4	3.7	9.0	6.2	3.1
1979	16.7	8.1	8.6	4.3	9.7	7.0	3.5

TABLE III.2 - Projected Costs and Revenues (millions of dollars)  
(Costs inflated at 20%) HSR

Year	Operating Costs (20% Growth)	Revenue (4%)	Gross Deficit	Net Deficit to Region	Revenue (8%)	Gross Deficit	Net Deficit to Region
1974 (Budget)	10.7	6.6	4.1	2.0	6.6	4.1	2.0
1975	12.6	6.9	5.7	2.9	7.2	5.4	2.7
1976	15.0	7.2	7.8	3.9	7.7	7.3	3.6
1977	17.8	7.5	10.3	5.1	8.4	9.4	4.7
1978	21.2	7.8	13.4	6.7	9.0	12.2	6.1
1979	25.4	8.1	17.3	8.6	9.7	15.7	7.8

TABLE III.3 - Projected Costs and Operating Deficits with  
Constant Revenue (millions of dollars) CCL

Year	Operating Cost (10% Growth)	Revenue	Operating Deficit
1974 (Estimate)	3.4	3.3	.1
1975	3.8	3.3	.5
1976	4.2	3.3	.9
1977	4.6	3.3	1.3
1978	5.0	3.3	1.7
1979	5.5	3.3	2.2

TABLE III.4 - Projected Costs and Operating Deficits with  
a 10% Revenue Increase in 2-Year Intervals  
(millions of dollars) CCL

Year	Operating Cost (10% Growth)	Revenue	Operating Deficit
1974 (Estimate)	3.4	3.3	.1
1975	3.8	3.3	.5
1976	4.2	3.7	.5
1977	4.6	3.7	.9
1978	5.0	4.0	1.0
1979	5.5	4.0	1.5

# IV

## ALTERNATIVE METHODS OF ALLOCATING DEFICITS





## 1. IDENTIFICATION OF DEFICITS

The identification of the deficits applicable to the Region is complicated by the utilization of the Canada Coach Lines to provide Regional Transit Service as well as Inter Region Transit Service.

A deficit occurs on some Inter Region routes despite rising fares. These deficits are not eligible for Provincial subsidy nor do the capital expenditures qualify for the 75% assistance from the Province.

These Inter Regional Transit Services properly belong at the Provincial level of government. The formation of the Toronto Area Transit Operating Authority (TATO) and the consideration of a similar organization for the Hamilton-Wentworth Region emphasizes the trend towards the Province accepting responsibility for Inter Region Transit Service.

The Province should be responsible for Inter Region Routes. Deficits in respect of Inter Region Transit Service should not fall on the property taxpayers of this Region.

It is suggested that negotiations should commence with the Province with a view to the Province assuming initially responsibility for 100% of the deficit incurred on the Inter Regional Transit Service.

It seems logical that one body should be responsible for all Regional Routes. Because of working agreements it is not appropriate at the present time for the Hamilton Street Railway to physically take over the Regional Routes presently operated by Canada Coach Lines.

It is therefore suggested that the Hamilton Street Railway undertake to reimburse the Canada Coach Lines for the operating deficits applicable to those routes that start and finish within the Region.

The Hamilton Street Railway also operates an Inter Region Route. This is the route that runs to Burlington. The deficit on this route should not fall on any individual municipality within the Region. It is therefore suggested that the Canada Coach Lines should assume the responsibility for this deficit by reimbursing the Hamilton Street Railway.

The remaining deficits of Canada Coach Lines and the deficit of the Hamilton Street Railway Burlington Route would constitute the cost of Inter Region Transit Service. This deficit should not be the responsibility of any specific area municipality. It is therefore suggested that until the Province assumes 100% of the deficits of Inter Region Transit Services, that these deficits are charged to all the taxpayers of the Region as part of the general levy.

If these proposals are accepted then the remaining deficit of

the Hamilton Street Railway would constitute the cost to the property taxpayer of the Regional Transit System.

Deficits of individual routes are estimated by apportioning average running costs over route miles and then applying specific revenues to that expenditure.

It is not necessarily equitable to ascribe a route deficit to the specific area municipality through which the route runs because all routes outside the City service at least two area municipalities.

The methods used to calculate the deficits tabulated on pages A-10, A-19, A-20 in the Appendix and discussed in Chapter II, illustrate the complications involved. In that chapter, costs were allocated on route miles. Revenues of each route were estimated which gave a route deficit. These deficits were then allocated on the basis of passenger residence. The identification of deficits is arbitrary and the basis of apportionment of that deficit will also be arbitrary.

## 2. CRITERIA FOR JUDGING BASIS OF APPORTIONMENT

There are many basis of apportioning deficits of transit systems. The identification of the Criteria for judging the various bases of apportionment is extremely important. It permits the objective evaluation of the many bases available.

The following criteria are suggested for consideration and each is explained subsequently:

- (a) Generally understood and acceptable
- (b) Easily determined
- (c) Flexible
- (d) Reflect the service available
- (e) Not encourage demand for uneconomical service
- (f) Permit area municipalities input
- (g) Permit area municipalities internal taxing options.

### a. Generally Understood and Acceptable

The bases used have to be explained to the general public. They must not be too obscure or too technical. If standards are used they should be those generally accepted within the transit industry. It is desirable that the bases should have been utilized in other areas or for other services.

### b. Easily Determined

Most bases of apportionment have to be calculated. Special records, studies and surveys should be avoided if possible. They are expensive and time consuming.

c. Flexible

The Region is not static, it is developing and changing. The demand for increases in quality and quantity of service is continuous. The resources available to meet costs also change, the basis of apportionment should be flexible enough to accommodate changing conditions over a number of years.

d. Reflect the Service Available

It is extremely difficult to persuade taxpayers to pay for service that is not available to them. It is not proposed that direct correlation should exist, merely that increased service should to some extent be reflected in the bases of apportionment selected.

e. Not Encourage Demand for Uneconomical Service

If a basis of apportionment is established so that regardless of the service available that apportionment will be fixed, taxpayers will demand that service be made available to them. The basis selected should permit some contribution to necessary but uneconomical services but should also reflect some increased burden.

f. Permit Area Municipalities Input

The basis of apportionment is subject to acceptance by Regional Council. The basis selected should permit the representatives of the taxpayers in each area municipality some degree of control over the total burden placed on those taxpayers, but not at the expense of all other taxpayers in the Region.

g. Permit Area Municipalities Internal Taxing Options

Most Area Municipalities will charge the costs of transit to their property taxpayers as part of the General Levy. This may not be the wish of all municipalities because of their different geographic composition. It is therefore suggested that the basis selected should permit area municipalities, if they so wish, to levy on benefiting taxpayers.

### 3. BASIS OF APPORTIONMENT

The deficits of operating the Regional transit system can be apportioned using a number of bases, and these fall into three main groups:

- (a) Services Available
  - e.g. Revenue or Passenger/miles
  - or Residence of passenger

- (b) Cost of Service  
e.g. deficits on actual routes
- (c) Other Factors  
e.g. equalized assessment  
or population.

Each of these bases are evaluated in detail below against the proposed criteria.

a. Services Received

1) Revenue Miles (see Table IV-1)

Criteria Met:

- Generally understood and acceptable
- Easily determined some special records may be required
- Flexible
- Reflects the service available (but not necessarily utilized)
- Not encourage demand for uneconomical services

Criteria Not Met:

- Permit area municipalities input.  
The area municipalities would not automatically be consulted prior to routes being established.
- Permit Area municipalities internal taxing options.  
Not possible under this basis.

2) Residence of Passenger

Criteria Met:

- Generally understood and acceptable
- Flexible
- Reflect the service available.  
Reflects usage of service not the extent of routes.

Criteria Not Met:

- Easily determined  
It would be most difficult to establish the initial apportionments and expensive and time consuming to update the data.
- Not encourage demand for uneconomical services  
The most used, therefore most economical routes are penalized since the greater the use the greater the cost allocation.
- Permit area municipalities input  
The area municipalities would not automatically be consulted prior to routes being established.
- Permit area municipalities internal taxing options  
Not possible under this basis.



3) Passenger Miles

Criteria Met:

- Generally understood and acceptable
- Flexible
- Reflects the service available

Criteria Not Met:

- Easily determined  
Continuous sampling of passengers required on all routes.
- Not encourage demand for uneconomical services  
The most used, therefore most economical routes are penalized since the greater the use the greater the cost allocation.
- Permit area municipalities input  
The area municipalities would not automatically be consulted prior to routes being established.
- Permit area municipalities internal taxing options  
Not possible under this basis.

b. Costs of Service

1) Deficits on Actual Routes

Criteria Met:

- Generally understood and acceptable
- Flexible
- Reflects the service available
- Not encourage demand for uneconomical services

Criteria Not Met:

- Easily determined  
It is time consuming to calculate deficits on individual routes.
- Permit area municipalities input  
The area municipalities would not automatically be consulted prior to routes being established
- Permit area municipalities internal taxing options  
Not possible under this basis.

c. Other Factor

1) Equalized Assessment (see Table IV-2)

Criteria Met

- Generally understood and acceptable
- Easily determined

Criteria Not Met:

- Flexible  
Does not change with increased services.

- Reflects the service available  
Does not reflect service available.
- Not encourage demand for uneconomical services  
Because apportionment will not change with increased demand, demands for services will constantly increase.
- Permit area municipalities input  
Municipalities would not be consulted as basis is pre-determined.
- Permit area municipalities internal taxing options  
No basis would be available to internally rate against benefiting taxpayers.

## 2) Population

### Criteria Met:

- Generally understood and acceptable
- Easily determined

### Criteria Not Met:

- Flexible  
Does not change with increase services
- Reflects the service available  
Does not reflect service available.
- Not encourage demand for uneconomical services  
Because apportionment will not change with increased demand, demands for services will constantly increase.
- Permit area municipalities input  
Municipalities would not be consulted as basis is pre-determined.
- Permit area municipalities internal taxing options  
No basis would be available to internally rate against benefiting taxpayers.

It can be seen from this evaluation that all these bases have serious deficiencies. Therefore, it is necessary to investigate other basis. In Ottawa-Carleton, the only other Region operating transit which has the same Urban/Rural characteristics as this Region, they partially utilize an "Urban Transit Area" to apportion costs.

## 4. URBAN TRANSIT AREA

Urban Transit Area is defined as that area that has transit service available at an acceptable level. Costs are apportioned to each area municipality within the Urban Transit Area on the basis of the assessment of the area having the service available only (see Table IV-3).

The area municipality at its option may tax the benefiting owners or levy as part of the General Levy. The method is similar to area rating for sewer, fire or water services. Most developing municipalities have utilized area rating at some time.

The area to be designated as being within the Rural Transit Area would be subject to discussions and input from each area municipality.

The major difficulty is the establishment of acceptable levels of service. For the purposes of this paper only, a level of service of at least ten trips per day has been used, with the area serviced being considered as that within  $\frac{1}{4}$  mile of a route that has at least ten one way trips per day. This distance is utilized in the transit industry and is generally acceptable.

Figures 2, 3, 4, 5 and 10 illustrate the "Urban Service Area" that would meet this definition and include the geographical areas described below.

a. City of Hamilton

The entire city.

b. Town of Ancaster

Those parts of the Town located within  $\frac{1}{4}$  mile of the following roads: #53 Highway, Fiddlers Green Road, Wilson Street (#2 Highway), Valleyview Drive (between Taylor Rd. and Wilson St.), Taylor Road (between Valleyview Drive and Orchard Drive), Orchard Drive (between Taylor Road and Wilson Street), Rosseau Street, Mohawk Road, Cayuga Avenue (between Mohawk Road and Hiawatha Blvd.), Hiawatha Boulevard (between Cayuga Ave. and Algonquin Ave.), Algonquin Avenue (between Hiawatha Blvd. and Mohawk Road).

c. Town of Stoney Creek

That portion of Stoney Creek lying north of the escarpment excluding the following -

- the land situated between the Q.E.W. and the CNR Railroad tracks from the City of Hamilton boundary to  $\frac{1}{4}$  mile west of Winona Road.
- the land below the escarpment east of Fifty Road.
- the land situated between Royce Avenue and the escarpment.

d. Town of Dundas

The area within  $\frac{1}{4}$  mile of Highway No. 8.

For determination of assessment to be included it may be necessary to define the areas slightly broader than those strictly within the above definition.

A standard fare policy should be considered within the Urban Transit Area, (e.g. the extension of the 25¢ flat fare and the abolition of the inter route transfers, the costs of this are illustrated in Table IV-4).

This could be extended to the Canada Coach Lines routes that serve the Urban Transit Area with the Hamilton Street Railway reimbursing the Canada Coach Lines for the difference between the standard fare and the established economical fare on Inter-Regional Routes for travel within the Urban Transit Area only. This is similar to the situation that exists between the City and the Hamilton Street Railway at the present time.

An indication of the cost of such a policy is given in Table IV-4.

This basis of apportionment would meet all the criteria proposed:

- (a) Generally Understood and Acceptable  
This method of apportionment is widely used for other services in municipalities and has been used in Ottawa-Carleton for transit.
- (b) Easily Determined  
Providing the areas are clearly defined, no problems should be experienced in ascertaining the assessment. No special records would be required.
- (c) Flexible  
The basis of apportionment would expand with additional routes or increased assessment.
- (d) Reflects Service Available  
This service available is an established minimum. The actual assessments used in apportioning costs are those directly serviced.
- (e) Not Encourage Demand for Uneconomical Services  
Any uneconomical services would be discontinued leading to a reduction in apportionment.
- (f) Permit Area Municipalities Input  
Area Municipalities would be consulted on the establishment of the actual Urban Transit Areas, routes and level of service. Once the routes are agreed, the costs to that municipality follow automatically.
- (g) Permit Area Municipalities Internal Taxing Options  
Area Municipalities may tax benefiting taxpayers if they so wish.

It is not suggested that all services provided should fall within the Urban Transit Area. Some routes are infrequently serviced or cover very sparse areas, these should be considered separately.



## 5. OTHER (RURAL) ROUTES

The degree of service suggested for the Urban Transit Areas is not necessarily desirable or applicable to the whole Region.

It is particularly inappropriate where a municipality is sparsely populated and there is a substantial route mileage and a very infrequent service.

In these cases it is suggested that the area municipality concerned could enter into an agreement with the Region to provide a service and for that municipality to meet the net deficit (after provincial subsidy).

It is emphasized that when the service exceeds the minimum (10 one way trips per day) then the area serviced subject to special considerations should be included in the Urban Transit Area.

Outside the Urban Transit Area an area municipality could exercise some options over the fare charged.

Because only a few routes would be involved, it is not anticipated that excessive record keeping would be necessary for those routes outside the Urban Transit Area.

## 6. CONCLUSIONS

Tables IV-5 and IV-6 summarize the implications for each Local Municipality of the alternative bases for apportioning the deficit.

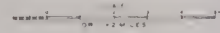
The analysis of the information developed in this Chapter lead the Technical Committee to conclude the following:

- 1) The funding of the Regional Transit Service should be through one operating body (e.g. Hamilton Street Railway).
- 2) Negotiations should be started with the Province for them to assume the costs of Inter Regional Transit Services in line with the trend being followed within TATO.
- 3) The deficit of Canada Coach Lines in respect of Inter Regional Routes will form part of the general levy of the Region until it is met 100% by the Province.
- 4) The establishment of an Urban Transit Area should be accomplished with the active involvement of all area municipalities.
- 5) The apportionment of the deficits of the Regional Transit System should be on the basis of the equalized assessment within the Urban Transit Area except for Item 6 below.
- 6) Agreements should be reached between the Region and some area municipalities for the direct payment of the deficits incurred on some routes that do not receive a high level of service.



7. Some area municipalities should consider obtaining an option to tax property owners benefiting from transit services.
8. A standard fare policy should be considered for the whole Region.

THE REGIONAL MUNICIPALITY OF HAMILTON - WENTWORTH



LEGEND

- KINGS HIGHWAY
- KINGS HIGHWAY
- REGIONAL ROAD
- LOCAL ROAD OR STREET
- MUNICIPAL BOUNDARY



URBAN TRANSIT AREA

REGIONAL TRANSIT  
ASSUMPTION STUDY



TABLE IV-1

REVENUE MILES (REGIONAL ROUTES ONLY)

	<u>Hamilton Street Railway</u>	<u>Canada Coach Lines*</u>	<u>Total Miles</u>	<u>% Allocation Total Within Region</u>	
Ancaster	11,336	52,000	63,336	.750	.810
Dundas	191,367		191,367	2.265	2.448
Flamborough		24,650	24,650	.292	.315
Glanbrook		7,042	7,042	.083	.090
Hamilton	7,291,205		7,291,205	86.286	93.272
Stoney Creek	<u>71,514</u>	<u>168,065</u>	<u>239,579</u>	<u>2.834</u>	<u>3.065</u>
	7,565,422	251,757	7,817,179	92.510	100.000
Other	<u>613,225</u>	<u>19,650</u>	<u>632,875</u>	<u>7.490</u>	
	<u>8,178,647</u>	<u>271,407</u>	<u>8,450,054</u>	<u>100.000</u>	<u>100.000</u>

\* Figures include the following routes only:

1. Waterdown
2. Lynden
3. Binbrook
4. Stoney Creek (Hamilton to Stoney Creek)  
(Hamilton to Winona)
5. Ancaster (Hamilton to Ancaster)

Definition and Allocation of Revenue Miles

Those miles that are travelled by a vehicle with the intention of picking up or putting down passengers.

All routes except express and semi-express are apportioned on the basis of Revenue miles actually travelled in a municipality except where a route runs in close proximity to a municipal boundary. In which case, the Revenue miles are apportioned 50/50 to each municipality for that part of the route that runs along the boundary.

The Revenue miles on express and semi-express routes are allocated to the urban centre or centres served outside the city core.

TABLE IV-2

EQUALIZED ASSESSMENT AND POPULATION

<u>EQUALIZED ASSESSMENT</u>	<u>\$</u>	<u>%</u>
ANCASTER	121,353,935.	3.331
DUNDAS	154,836,013.	4.250
FLAMBOROUGH	187,848,680.	5.157
GLANBROOK	78,274,681	2.149
HAMILTON	2,833,490,499.	77.785
STONEY CREEK	266,933,099.	7.328
	3,642,736,907.	100.000
<u>POPULATION</u>	<u>#</u>	<u>%</u>
ANCASTER	14,683	3.640
DUNDAS	18,697	4.635
FLAMBOROUGH	22,065	5.470
GLANBROOK	10,028	2.486
HAMILTON	309,038	76.609
STONEY CREEK	28,885	7.160
	403,396	100.000



TABLE IV-3

URBAN TRANSIT AREA - EQUALIZED ASSESSMENT

	<u>EQUALIZED ASSESSMENT</u>	<u>%</u>
	\$	
City of Hamilton	2,833,490,499	90.782
Town of Ancaster	54,198,175	1.736
Town of Stoney Creek	186,823,531	5.986
Town of Dundas	<u>46,694,757</u>	<u>1.496</u>
	<u>\$3,121,206,962</u>	<u>100.000</u>

TABLE IV-4

STATEMENT OF ESTIMATED INCREASE TO DEFICIT GENERATED  
FROM 25¢ FLAT RATE ADULT FARE THROUGHOUT THE REGION

	<u>Hamilton Street Railway</u>	<u>Canada Coach Lines</u>	<u>Total</u>
Hamilton to Ancaster (Ancaster to Hamilton)	\$ 1,500.	\$ 23,000.	\$ 24,500.
Hamilton to Dundas (Dundas to Hamilton)	59,000.		59,000.
Hamilton to Flamborough (Flamborough to Hamilton)		34,700.	34,700.
Hamilton to Glanbrook (Glanbrook to Hamilton)		16,300.	16,300.
Hamilton to Stoney Creek (Stoney Creek to Hamilton)	500.	67,000.	<u>67,500.</u>
Estimated Increase to 1973 Deficit			<u>\$202,000.</u>

Assumption - Ridership based on ticket revenue at 4 for \$1.00  
 - No estimate is included for revenue lost on transfers between these routes and Hamilton Street Railway routes where a second fare is now payable.

TABLE IV-5

BASIS OF APPORTIONMENT-COMPARISON

	REGIONAL EQUALIZED ASSESSMENT	POPULATION	REVENUE MILES	URBAN TRANSIT AREA EQUALIZED ASSESSMENT
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Ancaster	3.331	3.640	.810	1.736
Dundas	4.250	4.635	2.448	1.496
Flamborough	5.157	5.470	.315	
Glanbrook	2.149	2.486	.090	
Hamilton	77.785	76.609	93.272	90.782
Stoney Creek	7.328	7.160	3.065	5.986
	<u>100.000</u>	<u>100.000</u>	<u>100.000</u>	<u>100.000</u>

TABLE IV-6

COMPARISON OF BASES-AMOUNTS BASED ON 1973 EXPENDITURES

	Inter Regional Service Deficits	Regional		Transit	Service	Deficits
	<u>Regional Equalized Assessment</u>	<u>Regional Equalized Assessment</u>	<u>Population</u>	<u>Revenue Miles</u>	<u>Urban Transit Area Proposal (See Note 4)</u>	<u>Transit Proposal</u>
Ancaster	\$ 5,323.	\$ 51,791.	\$ 56,596.	\$ 12,594.	\$ 26,827.	
Dundas	6,792.	66,080.	72,066.	38,062.	23,118.	
Flamborough	8,241.	80,183.	85,049.	4,898.	6,802.	
Glanbrook	3,434.	33,413.	38,653.	1,399.	2,702.	
Hamilton	124,301.	1,209,425.	1,191,140.	1,450,221.	1,402,878.	
Stoney Creek	11,710.	113,938.	111,326.	47,656.	92,503.	
	<u>\$159,801.</u>	<u>\$1,554,830.</u>	<u>\$1,554,830.</u>	<u>\$1,554,830</u>	<u>\$1,554,830.</u>	

## NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment.
2. The schedule has been prepared on the basis of a 50% provincial subsidy because in 1974 and subsequent years the Province will meet 50% of the net deficits. In 1973 the City actually received \$1,140,100. subsidy.
3. The estimated deficit of the whole system for 1974 is \$4.1 million (\$2.1 million after Provincial subsidy).
4. Possible service agreements costs have been included for Flamborough (Waterdown and Lynden routes) and Glanbrook (Binbrook routes).

IV - ADDENDUM

ADDITIONAL ALTERNATIVE METHODS  
OF ALLOCATING DEFICITS AS REQUESTED  
BY TRANSIT COORDINATING COMMITTEE





The report of the Transit Technical Committee on Alternative Methods of Allocating Deficits was presented to the Transit Coordinating Committee on September 24th, 1974.

The Transit Coordinating Committee determined, "That the criteria for judging the basis of apportionment for the Regional Transit Service Deficit were deficient in that they did not reflect the importance of a transit service to the financial vitality of the Region in total" and "That all municipalities should be expected to contribute on some basis to the growth potential of the Region".

The Transit Coordinating Committee then recommended that the Regional Transit Service Deficit should be apportioned half on the basis of Revenue Miles and half on the basis of equalized assessment of the whole Region. This is illustrated in Table IV-A.1

This recommendation was later amended to charge the cost of all special fares to the benefitting municipality. This is illustrated in Table IV-A.2. This was modified to relate only to special adult fares. This is illustrated in Table IV-A.3.

This ADDENDUM:

- a) describes the method for calculating Revenue Miles and the implications on the Area Municipalities of allocating deficits according to the method (described above) recommended by the Transit Coordinating Committee,
- b) summarizes the impact on the Area Municipalities of the various bases for allocating deficits as discussed in the report.

## 1. REVENUE MILES

Revenue miles are defined as -

"Those miles that are travelled by a vehicle with the intention of picking up or putting down passengers.

All routes except express and semi-express are apportioned on the basis of Revenue miles actually travelled in a municipality except where a route runs in close proximity to a municipal boundary. In which case, the Revenue miles are apportioned 50/50 to each municipality for that part of the route that runs along the boundary.

The Revenue miles on express and semi-express routes are allocated to the urban centre or centres served outside the city core."

A review process should be established that will agree the calculations of Revenue Miles on the basis of the operating by-law as early in each year as possible. A Committee of the Treasurers utilized for this purpose in Ottawa-Carleton and it is suggested that a similar committee be established.

Some additional records may be required by the Hamilton Street Railway and Canada Coach Lines. It is suggested that it be a requirement that the officials of the Hamilton Street Railway and Canada Coach Lines be required to prepare the necessary records and information for submission to the Committee of Treasurers.

## 2. COMPARISON OF VARIOUS BASES FOR ALLOCATING DEFICITS

Tables IV-A.4 and IV-A.5 have been prepared to compare the impact of the various bases discussed in the report of the Transit Technical Committee and the recommendations of the Transit Coordinating Committee. Particularly the following are included:

1. Regional Equalized Assessment
2. Revenue Miles
3. Urban Transit Area Proposals
4. Equalized Assessment/Revenue Miles
5. Equalized Assessment/Revenue Miles charging all special fares to benefitting municipalities.
6. Equalized Assessment/Revenue Miles charging special adult fares to benefitting municipalities.

These schedules are based on 1973 actual expenditures but because of the change in the basis of Provincial Subsidy and other minor changes they should be considered as given indications of impact only. In 1974 and subsequent years substantial increases in deficits and changes in routes will vary the impacts.

V

## LEGISLATION





In order to implement the resolution of the Regional Council regarding a regional transit system, an amendment to the Regional Municipality of Hamilton-Wentworth Act, 1973 is necessary.

The following amendment to the Act has been prepared for the Transit Technical Committee by the Acting Regional Solicitor in accordance with Item 5 of the Terms of Reference

The Regional Municipality of Hamilton-Wentworth Act, 1973, is amended by adding thereto the following as Part VIIIA.

#### PART VIIIA

##### REGIONAL PUBLIC TRANSPORTATION SYSTEM

1. In this Part

- (a) "Commission" means the Hamilton Transit Commission, and
- (b) "Company" means The Hamilton Railway Company, and
- (c) "Corporation" means The Corporation of the City of Hamilton, and
- (d) "public transportation service"
  - (i) means a service provided by a vehicle that is operated either underground, above ground or on highways or right-of-ways on the surface for the transportation for compensation of passengers, or passengers and express freight that might be carried in such a vehicle, but
  - (ii) does not include
    - (A) a taxicab that is operating under a licence granted by an Area Municipality, or
    - (B) vehicles operated on railroads governed by the laws of Canada, and
- (e) "public transportation vehicle" means a vehicle owned and operated by the Company including the Subsidiary Company in providing public transportation service, and
- (f) "Regional Transit Commission" means the Regional Transit Commission of The Regional Municipality of Hamilton-Wentworth, and
- (g) "Regional Public Transportation System" means the Regional Public Transportation System of The Regional Municipality of Hamilton-Wentworth, and

(h) "Subsidiary Company" means The Canada Coach Lines, Limited and Safety Service & Adjusters Limited.

2. (1) The Regional Corporation is authorized to establish a public transportation system, and in so doing is authorized to acquire by by-law of the Regional Council all the shares of the Company and upon enactment of such a by-law
  - (a) all of such shares held by the Commission or the Corporation, or both, and the assets and liabilities of the Commission, the Corporation, the Company and the Subsidiary Company or any of them in connection with the Company and the Subsidiary Company vest in the Regional Corporation without compensation or damages except that the Regional Corporation is to thereafter pay to the Corporation on or before the due date all amounts of principal and interest becoming due on any outstanding debt of the Corporation in respect of such shares and other assets held in respect of the Company and the Subsidiary Company and in the event of default by the Regional Corporation in making any such payment then interest in the amount of 1 per cent (1%) on the unpaid balance is to be added to the amount due on the first day of default and on the first day of each calendar month thereafter, and
  - (b) the Commission is dissolved, and
  - (c) no Area Municipality, except with the prior approval of the Regional Council, has any of the powers conferred under this Part or under any general Act on the Regional Corporation or on a municipal corporation or on the Regional Transit Commission, if established under this Part, with respect to the provision of public transportation service, and
  - (d) no person is to operate or cause to be operated in the Regional Area a public transportation service except as otherwise provided under subsection (4) of this section without having obtained a permit to so do from the Regional Council.
- (2) Upon the acquisition of the shares by the Regional Corporation pursuant to subsection (1) of this section, the Regional Council
  - (a) has the right to hold and vote such shares and is responsible to provide by by-law or by-laws for the general management, regulation and control of the Company and the Subsidiary Company and of the public transportation system owned by them including

- (i) subject to the provisions of The Highway Traffic Act and The Public Vehicles Act with respect to services outside of the Regional Area, the public transportation system of the Company and its Subsidiary Company, and
    - (ii) the fixing, from time to time, of the fare structure, and
  - (b) has the power to raise by by-law upon debentures of the Regional Corporation, or otherwise, such sums as may from time to time be required by the Company and the Subsidiary Company for the purposes of such a public transportation system.
- (3) The Regional Council, whether or not a Regional Transit Commission is established under section 3 hereof, is by by-law or by-laws to define one or more parts of the Regional Area as an Urban Transit Area, which area or areas in the opinion of the Regional Council, derives a benefit from the provisions of a public transportation service under the Regional Public Transportation System. Nothing in this subsection is to be deemed to prohibit
- (a) the enlargement of the Urban Transit Area to include the whole of the Regional Area;
  - (b) the provision of public transportation service outside the Urban Transit Area by agreement with any Area Municipality, municipality or any other person;
  - (c) the provision of public transportation service outside the Regional Area.
- (4) Subject to subsection (19) of section 3 of this Part and notwithstanding the provisions of The Public Vehicles Act, the Regional Corporation has the exclusive right within the Regional Area to maintain and operate a public transportation service, but such right does not affect existing rights of any separate school board or board of education to provide public transportation service for their respective purposes and in exercising such right the Regional Corporation may establish, maintain, operate, extend, alter, control, manage, construct, repair and equip a system of public transportation service by means of surface, underground or above ground railways, tramways or buses, or any other means of transportation, except taxis, including such structures and works of every description as may be necessary or convenient upon, along, across, under and over all highways and public places in the Regional Area. Without limiting the generality of this subsection the Regional Corporation has and may exercise throughout the Regional Area all the powers heretofore or hereafter conferred by any general Act upon a municipal corporation

with respect to public transportation services.

- (5) The Regional Council is annually, by by-law
  - (a) to levy against such of the Area Municipalities as are wholly or partly within the Urban Transit Area the sums required to meet any deficit arising out of the establishment of and the total operations of the Regional Public Transportation System. In any by-law passed under this paragraph the Regional Council may include in the levy any expenditures made by the Regional Corporation that are related to the provision, planning or improvement of the Regional Public Transportation System in the Regional Area, and
  - (b) to include in its levy under section 81 against and in each Area Municipality the sums required to meet any deficit arising out of the total operation of the Regional Public Transportation System outside the Regional Area that is not pursuant to an agreement under subsection (3) of this section. In any by-law passed under this paragraph the Regional Council may include in the levy any expenditures made by the Regional Corporation that are related to the provision, planning or improvement of the Regional Public Transportation System outside the Regional Area.
- (6) A by-law or by-laws enacted under paragraph (a) of subsection (5) of this section are to apportion the levy against each of such Area Municipalities in a manner that, in the opinion of the Regional Council, is just and equitable and, without limiting the generality of the foregoing, the Regional Council in making such apportionment is to have regard for the degree of public transportation service provided, the fare structure fixed for the Urban Transit Area or any part or parts thereof, the financial costs of providing such service, the equalized assessment and any other factors that are, in the opinion of the Regional Council, relevant.
- (7) The Ministry of Revenue is to provide to the Treasurer of the Regional Corporation such equalized assessment information as it may require for the purposes of any by-law enacted under subsection (6) of this section and the provisions of Part IX apply mutatis mutandis in the event any equalized assessment is varied in an appeal under that Part or under The Assessment Act.
- (8) Within 10 days of the enactment of a by-law under subsection (3) or subsection (5) of this section, the Clerk of the Regional Council is to give written notice thereof to the Clerk of any Area Municipality affected thereby by prepaid registered post.



- (9) Any Area Municipality affected by a by-law under subsection (3) or subsection (5) of this section may appeal to the Ontario Municipal Board against such a by-law or by-laws by sending by prepaid registered post to the Ontario Municipal Board and to the Clerk of the Regional Council a notice in writing setting forth its objection to such a by-law or by-laws and its reasons therefor within thirty days of the enactment of such a by-law or by-laws.
- (10) The Ontario Municipal Board is to hold a hearing and make such inquiries into the matter as it considers necessary and may by Order confirm such a by-law or by-laws or make such amendments as it deems proper in the circumstances and the Order of the Ontario Municipal Board is final and binding.
- (11) Where no appeal is taken against a by-law or by-laws as provided under subsection (9) of this section, such a by-law is valid, final and binding according to its terms so far as the same ordains, prescribes or directs anything that is within the proper competence of the Regional Council.
- (12) Where a Regional Transit Commission is established by the Regional Council pursuant to section 3 of this Part
- (a) the Regional Council may advance moneys to the Regional Transit Commission from time to time upon such terms and conditions as the Regional Council may, by by-law, prescribe and any moneys so advanced are to be deemed not to reduce the operating deficit referred to in subsection (5) of this section unless the Regional Council otherwise directs, and
  - (b) any sums levied by a by-law enacted by the Regional Council, or varied by the Ontario Municipal Board, as the case may be are to be paid over by the Regional Corporation to the Regional Transit Commission less any advances previously made by the Regional Corporation to the Regional Transit Commission in respect of such deficit and levy.
- (13) An Area Municipality
- (a) may pay the whole or any part of the amounts chargeable to it under any by-law enacted pursuant to paragraph (a) of subsection (5) of this section out of its general funds, or
  - (b) subject to the approval of the Ontario Municipal Board, may pass one or more by-laws to impose a special rate or rates

- (i) upon any owner or occupant of land in the whole or one or more defined areas in the Urban Transit Area to raise the whole or any part of the amount charged to it under paragraph (a) of subsection (5) of this section, and
  - (ii) upon any owner or occupant of land in the whole or any part of the amount charged to it under paragraph (b) of subsection (5) of this section, and
- (c) that has entered into an agreement pursuant to paragraph (b) of subsection (3) of this section to provide public transportation service outside the Urban Transit Area, may pay the costs
  - (i) out of its general funds, or
  - (ii) subject to the approval of the Ontario Municipal Board, may pass one or more by-laws to impose a special rate or rates upon any owner or occupant of land in one or more parts of the Area Municipality which, in the opinion of the Council of the Area Municipality, derives a benefit from the provision of such public transportation service.
- (14) A special rate or rates imposed under subsection (13) of this section upon any owner or occupant of land is a lien and charge upon the land and if the special rate or rates or any part or parts thereof remain unpaid after the due date, the amount unpaid may be collected by distress upon the goods and chattels of such owner or occupant or the Clerk of the Area Municipality, upon notice to him of the amount due, the person by whom it is due and the land upon which a lien is claimed, is to enter the same upon the collector's roll, and the collector is to proceed to collect it in the same way, as nearly as may be, as municipal taxes are collectible.
- (15) Where a Regional Transit Commission is established pursuant to section 3 of this Part, the Regional Council may pass a by-law or by-laws to require the Regional Transit Commission to pay to the Regional Corporation the amounts required to be raised annually by the Regional Corporation to meet interest, principal and sinking fund instalments on debentures or other debts assumed under this Part or subsequently incurred by the Regional Corporation for Regional Public Transportation purposes upon such terms as to time, manner of payment and interest as the by-law may prescribe.



(16) The powers of the Regional Corporation under Part XV of The Municipal Act are to be deemed to apply to the Regional Corporation for the purposes of paragraph (a) of subsection (17) of this section and where a Regional Transit Commission is established pursuant to section 3 of this Part, the Regional Corporation has the power to transfer to the Regional Transit Commission the title to any such land.

(17) The Regional Council may, by by-law,

(a) acquire, establish, construct, manage and operate parking lots, buildings and structures for the parking of vehicles in connection with the Regional Public Transportation System and may, by by-law,

(i) charge fees for parking therein and thereon, and

(ii) regulate and control the parking of vehicles therein and thereon, but

where a Regional Transit Commission is established under section 3 of this Part, the Regional Council may by by-law authorize that Commission to manage and operate such parking lots, buildings and structures on its behalf, upon such terms and conditions as are prescribed in the by-law, and

(b) designate, with the prior approval of the Council of the Area Municipality involved, the highways within the jurisdiction of an Area Municipality over which public transportation vehicles may be operated, and

(c) designate,

(i) any lane on a Regional Road, or

(ii) with the prior approval of the Council of the Area Municipality involved, any lane on a highway within the jurisdiction of an Area Municipality

prohibit the use thereof by vehicles other than public transportation vehicles to such extent and for such period or periods as may be specified in the by-law, and

(d) designate in a suitable visible manner on any highway and public place in the Regional Area upon which public transportation vehicles are operated any part or parts as a "safety zone" and for prohibiting motor or other vehicles from driving over or upon any such safety zone while any pedestrian is thereon or about to enter thereon, and

- (e) authorizing and assigning stands on the highways and in public places in the Regional Area for the protection or shelter of passengers using the Regional Public Transportation System, and
  - (f) authorize and assign bus stop signs on the highways and in public places in the Regional Area where passengers using the Regional Public Transportation System may embark to or disembark from a vehicle, and
  - (g) acquire by purchase or otherwise,
    - (i) without the approval of the Ontario Municipal Board, the passenger transportation facilities and equipment of any person, Area Municipality or municipality, and
    - (ii) any real or personal property required for the purpose of providing a public transportation service, and
  - (h) provide public transportation service throughout Ontario whether by chartered trips or otherwise and if a Regional Transit Commission is established under section 3 of this Part may by by-law authorize it to so do upon such terms and conditions as are prescribed in the by-law, and
  - (i) enter into agreements with municipal corporations and passenger transport service and shared or sole use of facilities, personnel and equipment and if a Regional Transit Commission is established under section 3 of this Part, the Regional Corporation may by by-law authorize it to enter into such agreements upon such terms and conditions as are prescribed in the by-law, and
  - (j) provide a public transportation service
    - (i) in any part of the Regional Area outside the Urban Transit Area, and
    - (ii) outside the Regional Area, together with such other services as the Regional Council by by-law determines to be incidental to providing public transportation service outside the Regional Area, and
- if a Regional Transit Commission is established under section 3 of this Part may, by by-law, authorize it to so do upon such terms and conditions as are prescribed in the by-law, and

- (k) enter into agreements with Area Municipalities and adjoining municipalities with respect to the operation of a public transportation service in such municipality and if a Regional Transit Commission is established under section 3 of this Part may, by by-law, authorize it to so do upon such terms and conditions as are prescribed in the by-law, and
  - (l) enter into agreements with any person, Area Municipality or other municipality for the provisions of public transportation service in any part of the Regional Area not then included in the Urban Transit Area, and if a Regional Transit Commission is established under section 3 of this Part may, by by-law, authorize it to so do upon such terms and conditions as are prescribed in the by-law, and
  - (m) make regulations governing, regulating and controlling the conduct of persons on any vehicle or in or upon any land, building or structure used for or in connection with the public transportation system, and
  - (n) where a Regional Transit Commission is established under section 3 of this Part, provide for the preparation, delivery and publication by that Commission of such annual reports, financial statement, budgets, capital forecasts, estimates and other reports and statements and the utilization of operating surpluses upon such terms and conditions as are prescribed in the by-law.
- (18) The auditors of the Regional Corporation are to be the auditors of the Company and the Subsidiary Company and all books, documents, transactions and accounts of the said Companies are to be at all times open for the inspection of the Treasurer of the Regional Corporation and the auditors of the Regional Corporation.
- (19) For the purposes of The Registry Act, The Land Titles Act, The Bills of Sale and Chattel Mortgages Act, The Conditional Sales Act, the Personal Property Security Act, The Bulk Sales Act and any other Act affecting title to property, it is sufficient to cite this Act to show the transmission of title to the Regional Corporation or the Regional Transit Commission if established under section 3 of this Part or any other person as the case may be, and the vesting therein of any real or personal property or any interest therein, but, if an Order has been made by the Ontario Municipal Board under this Part, the order is to be cited as well, and such transfer of assets as effected is to be conclusively deemed to have been made in conformity with each and all such Acts.

(20) The Regional Corporation may at any time

- (a) by by-law of the Regional Council cause an application to be made to the Provincial Secretary to wind up the existence of the Company and the Subsidiary Company, or either of them, or
- (b) If a Regional Transit Commission is established pursuant to section 3 of this Part, by by-law, require the Regional Transit Commission to cause an application to be made to the Provincial Secretary to wind up the corporate existence of the Company and the Subsidiary Company, and

in that event, the Regional Corporation thereupon and thereafter stands for all purposes in the place and stead of the entity so wound up.

- (21) For the purposes of The Public Vehicles Act, all Regional Public Transportation services provided pursuant to this Part are to be deemed to be within the corporate limits of one urban municipality.
- (22) For the purposes of this Part, the Regional Corporation may enter into agreements with any person.
- (23) The Municipal Franchises Act does not apply to any Regional Public Transportation services provided under this Part.
- (24) Part XXI of the Municipal Act applies to any by-law passed under this Part.

3. (1) Where the Regional Council enacts a by-law or by-laws under subsection (1) of section 2 hereof

- (a) it may by by-law establish a Regional Transit Commission for the system of the Company and the Subsidiary Company with such powers, rights, duties and responsibilities as are prescribed, from time to time, by a by-law or by-laws of the Regional Council, and
- (b) it is, if a Regional Transit Commission is so established, to transfer to such Regional Transit Commission the shares of the Company so acquired on such terms as the Regional Council by by-law determine and such a transfer is to carry with it the ownership and control of the Subsidiary Company which is a wholly owned subsidiary of the Company.



- (2) Upon the transfer of the shares to the Regional Transit Commission pursuant to subsection (1) of this section, the Regional Transit Commission has the right to hold and vote the shares and is responsible for the general management, regulation and control of the Company and of the public transportation system owned by it including subject to the provisions of The Highway Traffic Act and The Public Vehicles Act with respect to services outside of the Regional Area, the public transportation system, of the Company and its subsidiary and without restricting the generality of the foregoing, has power
- (a) with the prior approval of the Regional Council to acquire or lease, or both, lands for the purpose of providing a public transportation service;
  - (b) to enact by-laws for the better government and control of its affairs, operations and undertakings;
  - (c) to requisition the Regional Corporation from time to time for any moneys necessary to carry out its powers and duties, but nothing herein divests the Regional Council of its right to refuse to provide any such moneys but where such moneys are authorized, by a by-law, of the Regional Council, the Treasurer of the Regional Corporation is to pay such moneys to the Regional Transit Commission.
- (3) If a Regional Transit Commission is established pursuant to subsection (1) of this section, it is a body corporate with the power to sue and be sued and is to be composed of such number of members as are appointed by a by-law of the Regional Council and some or all of such members may be members of the Regional Council.
- (4) The term of office of any member appointed by the Regional Council pursuant to subsection (2) of this section
- (a) is to be such term as is prescribed by a by-law of the Regional Council, and
  - (b) may be terminated by a by-law of the Regional Council.
- (5) One of the members appointed by the Regional Council pursuant to subsection (2) of this section is to be appointed as Chairman by the Regional Council and is to hold office for such term as is prescribed in such a by-law but he may be removed by a by-law of the Regional Council.



- (6) Where a vacancy occurs from any cause, the Regional Council is, as soon as possible, to appoint in the manner aforesaid a member who is to hold office for the remainder of the term for which his predecessor was appointed and a vacancy in the office of Chairman is to be similarly filled.
- (7) A majority of the members of the Regional Transit Commission constitutes a quorum.
- (8) The Regional Council may by by-law provide for the payment to the members of the Regional Transit Commission such remuneration and other allowances as it determines.
- (9) It is also the duty of the Regional Transit Commission to consider generally all matters relating to local public transportation and, subject to the provision of any necessary funds by the Regional Council, to provide such facilities as it may consider necessary for such purpose.
- (10) So that the Regional Public Transportation System is self-sustaining to the fullest possible extent, the Regional Transit Commission is to establish a fare structure so that the revenues produced are in each year sufficient to provide for
  - (a) the operation and maintenance expenses, including provisions for depreciation at rates that are generally accepted as being adequate in the transportation industry;
  - (b) the principal and interest payments on any indebtedness, including debentures, of the Corporation, the Company and Subsidiary Company on the date of passing of a by-law or by-laws pursuant to subsection (1) of section 2 of this Part;
  - (c) the interest and principal payable on debentures issued by the Regional Corporation for the purposes of the Regional Public Transportation System;
  - (d) a reasonable sum to be credited to a reserve for the stabilization of fares.
- (11) Notwithstanding the provisions of subsection(10) of this section, the Regional Council may make in each year, and the Regional Transit Commission may accept, grants of such sums of money as may be sufficient to
  - (a) reduce the fares charged to the public or any part of the public to such amounts as the Regional Council may determine, or

- (b) provide public transportation to any part or parts of the public free of charge as the Regional Council may determine.
- (12) Any funds remaining in any year after provision has been made for the purposes set forth in subsection (10) are, except as may be otherwise provided by a by-law of the Regional Council, to be allocated by the Regional Transit Commission.
  - (a) for the improvement and extension of the Regional Public Transportation System, and
  - (b) for the stabilization of the fare structure.
- (13) The Regional Transit Commission is to remit to the Regional Corporation, on or before the maturity date thereof, any interest and principal payable by the Regional Corporation as provided for in paragraphs (b) and (c) of subsection (10) of this section.
- (14) Before the 28th day of February of each year the Regional Transit Commission is to submit to the Regional Council a report on the transportation system in a form approved by the Regional Council.
- (15) The auditors of the Regional Corporation are to be the auditors of the Regional Transit Commission and all books, documents, transactions and accounts of the Regional Transit Commission and of the Company and Subsidiary Company are to be at all times open for the inspection of the Treasurer of the Regional Corporation and the auditors of the Regional Corporation.
- (16) The Regional Transit Commission is at all times to cause to be insured all real and personal property of the Company and the Subsidiary Company and such insurance is to include public liability and indemnity insurance in connection with all phases of the operation of the Company and the Subsidiary Company, except only such items of liability as may be covered by The Workmen's Compensation Act.
- (17) Where a Regional Transit Commission is established under this section, all claims, accounts and demands arising from or relating to the operation, management or control of the Regional Public Transportation System or from the exercise of any of the power of the Regional Transit Commission are to be made upon and brought against the Regional Transit Commission and not upon or against the Regional Corporation.

- (18) Where a Regional Transit Commission is established under this section, it is to be deemed to be a local board for the purposes of this Act.
- (19) Where a Regional Transit Commission is established under this section it has, notwithstanding the provisions of The Public Vehicles Act, the exclusive right within all parts of the Regional Area from time to time included in the Urban Transit Area to maintain and operate a public transportation service but such right does not affect the right of any separate school board or board of education to provide public transportation service for their respective purposes, and in exercising such right, the Regional Transit Commission has the power and duty, subject to the approval of the Regional Council, to establish, maintain, operate, extend, alter, control, manage, construct, repair and equip a system of passenger transport by means of surface, underground or above ground railways, tramways, or buses, or any other means of transportation, except taxis, including such structures and works of every description as may be necessary or convenient upon, along, across, under and over all highways and public places in the Regional Area and all lands and right-of-ways owned, acquired or leased by the Regional Transit Commission or the Regional Corporation.

4. The following are repealed:

- (a) The City of Hamilton Act, 1960, being Chapter 142, and
- (b) Section 2 of The City of Hamilton Act, 1961-62 (No. 2), being Chapter 151, and
- (c) Section 1 of The City of Hamilton Act, 1966, being Chapter 171, and
- (d) Section 2 of The City of Hamilton Act, 1970, being Chapter 153, and
- (e) Section 1 of The City of Hamilton Act, 1971, being Chapter 113, and
- (f) Section 3 of The City of Hamilton Act, 1973, being Chapter 191.

The above amendment to the Regional Municipality of Hamilton-Wentworth Act, 1973 was approved by Regional Council on September 3, 1974, by the following Resolution:

## RESOLUTION

Resolved that the proposed amendments to The Regional Municipality of Hamilton-Wentworth Act, as recommended by the Transit Coordinating Committee, so as to establish a Regional Public Transportation System be and are hereby adopted and that the Acting Regional Solicitor be and is hereby authorized and directed to present such proposed amendments to the Ministry of Treasury, Economics and Intergovernmental Affairs, and further that the Acting Regional Solicitor be authorized and directed to discuss fully the proposed amendments with the Director of Legal Services for the said Ministry and the Legislative Counsel for Ontario with authority to approve changes as to form only and with any changes in substance to be reported to the Regional Council for its consideration and approval.





VI

ORGANIZATIONAL  
STRUCTURES



## 1. INTRODUCTION

The objective of this portion of the Regional Transit Assumption Study is to identify and examine the present and alternative organizational and reporting structures within the Regional Municipality of Hamilton-Wentworth as they relate to a Regional Public Transportation System.

In 1960, the City of Hamilton by approval of By-law 8900 took action, subject to a Special Act of the Legislature of Ontario, to purchase all the shares of the Hamilton Street Railway Company including the ownership and control of the Canada Coach Lines Limited.

Under the provisions of The City of Hamilton Act 1960 the Hamilton Street Railway Company and its wholly owned subsidiary, The Canada Coach Lines Limited, were purchased by the City of Hamilton. In addition, a Commission was formed and all the phases of the Company and Subsidiary Company were transferred to the Commission to operate, maintain and extend the transportation system of the Company.

## 2. PRESENT ORGANIZATION

The Hamilton Transit Commission is responsible for the general management, operation and control of the public transportation system of the Company with the power, rights, duties and responsibilities as provided for in the City of Hamilton Act 1960, 1960-61, 1960-61 (No. 2), 1966. Generally the powers, rights, duties and responsibilities of the Commission are, as follows:

- (1) The Commission consists of five (5) members, one of whom is the Mayor of the City of Hamilton, or his Appointee
- (2) The four members (other than the Mayor) hold office for three (3) years
- (3) One of the members is appointed Chairman
- (4) To enact by-laws for the better government and control of its affairs, operations and undertakings
- (5) To borrow by way of temporary loans from any chartered banks sums not exceeding \$200,000 at anytime (but no power to mortgage property)
- (6) To requisition the Corporation from time to time for any moneys necessary to carry out its powers and duties

- (7) To consider all matters relating to local public transportation and to provide such facilities as it may consider necessary for such purpose
- (8) With the intent that the transportation system be self sustaining, establish a fare structure such that revenues produced are sufficient to provide for
  - a) operation and maintenance expenses
  - b) interest and principal on indebtedness
  - c) interest and principal on debentures
  - d) credit to reserve for stabilization of fares.

Since its inception, the Commission has confined itself to the policy direction of the Companies under its purview and have delegated the management and direction of the Companies to the General Manager and his Staff.

The Management Staff consists of the following:

General Manager  
Assistant General Manager  
Secretary-Treasurer Comptroller  
Manager, Operations  
Manager, Maintenance  
Manager, Research & Schedules, H.S.R.  
Traffic Manager, C.C.L.  
Niagara District Manager, C.C.L.  
Manager, Purchasing & Stores  
Manager, Safety Service & Safety Direction  
Manager, Personnel and Public Relations

The Hamilton Transit Commission has no permanent employees. The position of the Secretary of the Commission has been filled on a part-time but continuing basis by the Assistant General Manager. The number of employees, including the Executive Staff, totals 877.

### 3. THE ISSUE

As has been noted, the Hamilton Transit Commission was established under the City of Hamilton Act 1960. The main issue before us in this task is whether a change is required at this time from a Commission control to what is termed direct control by Regional Council of the Administration and Management of the Public Transportation System. Questions may be asked which relate to organization, such as:

- 1) What are the alternative administrative organizations for Public Transportation to meet the needs of the residents of the Region?
- 2) Can a Commission better serve the Region than other alternatives because of its relative separation from Regional Council?
- 3) What is the most business like approach to organization, to administer and manage the Public Transportation System.

The emerging view of the Province, of some municipal administrators and citizens of the community is that Public Transportation is one form of transportation that is playing a more important role in the development, redevelopment and planning of our urban areas. In these general terms, Public Transportation in the urban area is being viewed in the total community context with other hard services like parking, sewers, and water with less emphasis being placed on minimizing the deficit and more emphasis being placed on improved levels of Public Transportation Service.

Policy, as it relates to Public Transportation Service, can be controlled by two (2) basic alternatives. In one alternative, the responsibilities for Public Transportation service policies is vested in a Committee of Council, and in the other, in a Board or Commission.

#### 4. POLICY ALTERNATIVES

In view of alternatives for the establishment of a Public Transportation policy making body, we believe that there are three (3) basic alternatives:

1. An Appointed Commission (leave as is)
  2. A Committee of Regional Council
  3. An Appointed Commission (administrative and systems support from the Region)
- a. Alternative 1 - An Appointed Commission

In this alternative we retain a Commission under a Regional operating by-law and the operation of the Company under its present organization is maintained.

Members of the Commission can be appointed for a pre-determined term, as desired, to maintain continuity. There is a general removal of the local political pressures from the Commission. Public control of the Public Transportation System is more indirect and is exercised through the popular election of the Regional Council and in turn through their selection of Commissioners. The approved enabling Regional



legislation has established that elected representatives may or may not be eligible for membership. The composition and direct powers of the Commission will be established in a Regional operating by-law.

It has been stated as a criticism, by some, that such an organization as a Commission, because of its indirect relationship to the public and because of the legal requirements imposed on its operation, that it is unsympathetic to the Communities desired social objectives. In addition, some advise, that the creation of a Commission tends to perpetuate a separate or stratified approach to Regional Transportation Strategies. Others question the desirability of vesting control of the Regional owned transportation system to a semi-autonomous appointed body which is not directly responsible to the public.

b. Alternative 2 - A Committee of Regional Council

In this alternative, public control of the Public Transportation System would be direct. The people would directly elect the politicians sitting on the Committee responsible for the Public Transportation System. On this basis the existing responsibilities of the Transit Assumption Coordinating Committee could be expanded or a separate public transportation committee could be created.

In establishing this alternative, there would be a phasing out of the Commission Structure, (the Companies may or may not be wound up), and the creation of a Regional Council Committee and a Public Transportation Operating Department reporting to the Regional Coordinator. The creation of this organizational structure would allow the Region to control Public Transportation within the Regional Administration with those other services and activities which have an impact on Community development, such as planning, roads, sewer and water services, etc. Thus the technical, administrative and financial aspects of transit are not isolated from the other responsibilities of local government and therefore responsive to the overall desired goals and objectives of the Region.

It is noted, however, that the critics of this alternative see some disadvantages to this system of organization on the following basis:

- (1) transit management is vulnerable to day-to-day political pressures
- (2) elected representatives do not have sufficient knowledge or time to devote to Public Transportation matters
- (3) commercial nature of Public Transportation operations does not lend itself to control by a Committee of Regional Council.

c. Alternative 3 - Commission with Administrative &  
System Support from Regional Resources

This alternative is basically the same as Alternative 1. In addition, however, the Regional Resources for financial, computer, engineering, planning would be utilized by the administration and management of the Public Transportation System. Job functions with the present organization would not be affected but rather there would be a gradual approach to using the various Regional staff services and expertise in the future.

## 5. MANAGEMENT ALTERNATIVES

Generally, the role of management is to implement the policies established by the policy group, whether or not it is a Committee of Regional Council, or a Commission. The day-to-day operation of the system is the responsibility of management and it can only be effective if the approved policies are defined. This management function is usually delegated to officers appointed (i.e. General Manager, Director of Transit etc.)

Management must be able to act responsibly to the Public Transportation needs of all interest groups. This, of course, is difficult and sometimes impossible where the interest groups, in the case of the government could be the general public, legislative body, interest groups (i.e. transit riders) and sub-interest groups with conflicting objectives (i.e. wanting better service vs lower cost service).

There are essentially two (2) basic alternatives in establishing the reporting relationship between the Management and the policy body, and these are:

1. Direct Relationship
2. Indirect Relationship

The major issue is whether or not the other Senior Regional Administrative Officers should be involved in the management of the Public Transportation System; which has implications on the future use and coordination of Region resources and services.

a. Direct Relationship

The Direct relationship requires that the Management report directly to the policy body, whether it be a Commission or a Committee of Regional Council.

b. Indirect Relationship

The indirect relationship requires that the Management report to a person between the management body and the policy body. This could mean that the General Manager or Director would report to an executive responsible for transit, roads and traffic. This approach would ensure that all transportation

services are coordinated in one Department.

## 6. ISSUES IN EVALUATING ORGANIZATIONAL STRUCTURES

There are six (6) key issues in evaluating organization for the public transportation system. The issues are:

1. Responsiveness to public need
2. Degree of Regional Council influence
3. Degree of Integration with other Service Policies
4. Degree of use of Regional Resources
5. Adherence to policies of Province of Ontario
6. Impacts on existing organization and staff.

This short list provides a framework within which we can evaluate the organizational alternatives presented in the previous sections.

### a. Definition and Implications of Issues

- 1) Responsiveness to Public Need (Ability of organization to recognize & respond to public needs)

Public Transportation Service Costs will continue to increase and become more and more of an issue in the future. Responsiveness by the policy and managing bodies will become more and more important as the public needs are raised.

The Organization must therefore be so designed to react to the Regional public needs efficiently and effectively.

- 2) Degree of Regional Council Influence (Need for the overall coordination at the policy level of all services provided, i.e., water, sewer, social services, roads, etc.)

It is important that the policies and budget of the Public Transportation System be reviewed and approved on a coordinated basis with the other service policies and budgets for the Region at the Regional Council level. The Regional Council must therefore have a real participatory input to these processes. In addition the Regional Council must provide a useful link to the electors and the transit users in general.

- 3) Degree of Integration with Other Service Policies  
(Need to Integrate and Coordinate the planning, design and construction of all services at the operating levels)

Other Regional Services exist and it is imperative that there be proper coordination and integration of the Public Transportation Service with the goals and objectives, plans and programmes of other Regional Departments and of the Region in general.

- 4) Degree of Use of Regional Resources (The use of existing Regional Services and staff by management as opposed to continued development of self-contained staff modules to provide service capability)

The Public Transportation Management must be aware of the availability of service resources at the Regional administrative level and aware of the relative cost/effectiveness of those resources.

The use of the resources and their cost/effectiveness should not relate only to the cost to the public transportation system but rather to the total cost to the taxpayers in the Region. The public transportation management may be able to develop some service requirement cheaply but the overall cost might be minimized by the use of Regional Resources.

- 5) Adherence to Policies of Province of Ontario  
(The adherence or approach to the established policies of the Province of Ontario with respect to special purpose bodies and reorganization of local government structure)

The public transportation management must maintain a continuing awareness of the relevant Province of Ontario policies with understanding of existing legislation such as the Municipal Act, Public Transportation Act, Highway Improvement Act, the Planning Act and the Public Utilities Act.

- 6) Impacts on Existing Organization and Staff  
(The impacts on the existing Hamilton Street Railway Company and Canada Coast Lines Ltd., staff)

The impacts on the existing management organization of the Hamilton Street Railway Company and Canada Coast Lines Ltd., are a prime issue or consideration. Depending on the organizational alternative chosen, the impacts on the existing staff can be considered negative or positive.



In the past, one of the major reasons for a failure or breakdown in organization and in staff morale, is when full reorganization and integration was attempted at all levels at one time. Good results have been obtained in business where reorganization has been approached on the basis of a limited approach to integration (i.e., only to Policy and Financial functions).

## 7. EVALUATION OF ALTERNATIVE POLICY BODIES

### a. Responsiveness to Public Need

From an organizational point of view, we consider that the Committee of Council Alternative provides the greatest opportunity for recognition and response to the public needs. In our opinion, the public is more likely to turn to the politician on Regional Council when confronted with a concern about the Public Transportation Service.

The public needs and response to those needs would be slowed down to a greater extent by the establishment of a Commission than by the creation of a Council Committee.

### b. Degree of Regional Council Influence

The Regional Council influence on the Public Transportation System and Service would be greatest with the creation of a Council Committee and less with an appointed Commission. Obviously, there would be more overall coordination with other service and budget priorities with a Committee of Council and less with an appointed Commission.

### c. Degree of Integration with Other Services

Integration with other Regional Services can best be achieved with a Regional Council Committee. With a Commission, policy could be developed separately and in isolation from the Regional Policies in the other Service area.

If the Commission is accepted as the policy body, we believe it is obvious that there is a need to develop an organizational requirement or structure to provide for service integration for the planning, programming, design, construction and operation of all Regional services.



d. Degree of Use of Regional Resources

The existing public transportation management has resources in personnel, finance, planning, operations and maintenance. Obviously there could be conflicts between the policies of the Regional Administration and those of the Public Transportation Management. An approach to coordination of these policies and use of existing Regional resources would be more easily accomplished with a Committee of Council and less with a Commission, exterior to the Regional Administration.

The technical, administrative and financial aspects of Public Transportation would then not be isolated from the administrative responsibilities and authority of the Regional Administration, and therefore more responsive to the needs of the community.

e. Adherence to the Policies of Province of Ontario

The establishment of a Committee of Council to be responsible for Public Transportation in the Region appears to be in line with the approach of the Province of Ontario to reorganize local government and to eliminate as many special purpose bodies as possible.

f. Impacts on Existing Organization and Staff

There is a concern for the impact on the Hamilton Street Railway Company and Canada Coach Lines Ltd., management and staff if the Committee of Council alternative is approved.

The present management is made up of executives who are high calibre career orientated individuals who have taken pride in the development of the Hamilton Street Railway Company and Canada Coach Lines Ltd., into one of the finest transit operations in Ontario. They have maintained a good rapport with the Board of Control and City Council, and the citizens of the City of Hamilton and have been constantly reviewing and updating their operation through good management techniques.

We are advised by some management consultants that the task of recruiting high calibre transit managers and supervisors capable of managing public transportation systems would be easier under a Commission than a Committee of Council. Most Transit Managers prefer to operate under a Commission Policy Organization isolated from the political consideration.

## 8. RECOMMENDATIONS

### a. A Commission Structure Be Retained

The Regional Municipality will be responsible for the Public Transportation System on January 1, 1975. Generally there is a very real time constraint to study and to deal with the transfer of responsibility from the City to the Region. In addition, there would be an impact on the existing staff of the operating companies, if a Committee of Regional Council was approved.

### b. The Regional Council Review the Policy Structure of the Public Transportation System in Three (3) Years

Generally, as is described in the body of this report, there are specific advantages in the future to establishing a Committee of Council as opposed to a Commission. Accordingly we believe that the Region should plan on reviewing the policy structure of the Public Transportation System in the future.

### c. The Management of the Public Transportation System and the Regional Planning and Engineering Departments Maintain A Coordinated Administrative Approach to Transportation Planning, Programming and Budgeting Through the Regional Coordinator

Generally, Regional Transportation, planning programming and budgeting is inter-related with Public Transportation considerations. Clearly coordination and decision making to include roads, parking, traffic and transit considerations suggests the need for coordination between the Public Transportation Management and Regional Administrative level (i.e. Regional Coordinator).

### d. The Commission Be Restructured to Provide Good Communications With Regional Council, The Regional Administration and to Respond to The Needs of The Public

On this basis, the Commission should be restructured to include the following five (5) members (see Figure 11)

Three (3) Regional Councillors	(Appointed by Regional Council)
Two (2) Citizens	(Appointed by Regional Council)

In addition the Chairman of the Hamilton-Wentworth Region is recommended to sit ex-officio on the Commission to provide continuity to the Commission and provide a link with the other Regional Departments and the Toronto Area Transit Operating Authority.

The citizen representatives should be users of the system and should be appointed by the Council from nominations by citizen groups or individuals, and serve on the Commission for a maximum of two (2) consecutive, alternating two (2) year terms. This will ensure an effective period of contribution and also allow for other interested citizens to serve. It would be preferred if one of the citizen representatives is a business man with a broad experience or background to bring a comprehensive business experience to the Commission.

- e. The General Manager of The Hamilton Street Railway Company and The Regional Coordinator Attend All Meetings of The Commission

The General Manager will provide the link between the Commission and the operating staff of the Hamilton Street Railway. The Regional Coordinator will provide the link with the Regional administration and consistency of approach to the goals, objectives, policies and programmes of the Region.

Benefits are obviously derived in bringing together the H.S.R. and Regional Administration in the area of planning, programming and budget review. This can best be accomplished under the Commission Policy Structure by the Regional Coordinator.

- f. The Position of The Secretary of the Commission Be Filled On A Permanent Basis From Either Existing H.S.R. or Regional Staff
- g. The Hamilton Street Railway Company Through Its General Manager Seek The Cooperation of The Regional Administration to Provide, Where Required, Support Functions Which Are Available From Regional Resources and Staff

These support functions could include:

1. Finance Department - Financing strategies, complete services for payroll, general ledger, information systems for management.
2. Planning Department - planning study services using available expertise.
3. Engineering Department - planning, design, construction & operational services using available expertise and manpower

- h. The Regional Council In Its Relationship to The Hamilton-Wentworth Transit Commission Be Required to:
1. set broad transportation goals for the Region;
  2. approve public transportation budget;
  3. review and approve major policy decisions presented by the Commission.
- i. The Hamilton-Wentworth Transit Commission Be Required to:
1. establish and review short and long term objectives based on the broad goals of the Region and of the Province of Ontario;
  2. establish and review budgets and programmes to meet these short and long term objectives;
  3. review management reports, budgets and other reports submitted by the General Manager;
  4. request reports and plans for major public transportation developments;
  5. review with the General Manager such matters as public transportation policy, public relations, organization, staff employment, training and compensation, relationships to Region and Province of Ontario.
- j. The General Manager and Staff Continue to Be Responsible to The Commission for The Administration and Management of The Present Public Transportation System of The Hamilton Street Railway Company and Canada Coach Lines Ltd.



TABLE IV-A.1

APPORTIONMENT OF 1973 DEFICITS ON BASIS OF EQUALIZED ASSESSMENT AND REVENUE MILES

	1973 DEFICIT					
	Equalized Assessment	Revenue Miles	Combined	Regional Transit Service (Note 2)	Inter Regional Transit	Total
Ancaster	3.331%	.810%	2.071%	\$ 32,201	\$ 5,323	\$ 37,524
Dundas	4.250	2.448	3.349	52,071	6,792	58,863
Flamborough	5.157	.315	2.736	42,540	8,241	50,781
Glanbrook	2.149	.090	1.119	17,399	3,434	20,833
Hamilton	77.785	93.272	85.529	1,329,830	124,301	1,454,131
Stoney Creek	7.328	3.065	5.196	80,789	11,710	92,499
	100.000	100.000	100.000	\$ 1,554,830	\$ 159,801	\$ 1,714,631

NOTES:

1. The deficit for 1973 was calculated as follows:

Hamilton Street Railway	\$3,166,792
Canada Coach Lines	<u>102,669</u>
	\$3,269,461

2. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows:

Stabilization Payments	\$2,240,820
Fare Equalization Payments	940,679
Canada Coach Lines	<u>48,130</u>
	3,229,629
Less Provincial Subsidy	<u>1,140,100</u>
City of Hamilton	\$2,089,529
	=====



TABLE IV-A.2

APPORTIONMENT OF 1973 DEFICITS ON BASIS OF EQUALIZED  
ASSESSMENT AND REVENUE MILES ASSUMING NET COSTS OF  
REDUCED FARES AND PASSES TO SPECIAL GROUPS ARE ALLOC-  
ATED TO THE AREA MUNICIPALITIES BENEFITTING

		<u>Regional Transit Service</u>	<u>Net Cost of Special Fares</u>	<u>Total</u>
	%	\$	\$	\$
Ancaster	2.071	22,460	-	22,460
Dundas	3.349	36,320	-	36,320
Flamborough	2.736	29,672	-	29,672
Glanbrook	1.119	12,135	-	12,135
Hamilton	85.529	927,553	470,340	1,397,893
Stoney Creek	<u>5.196</u>	<u>56,350</u>	<u>-</u>	<u>56,350</u>
	100.000	1,084,490	470,340	1,554,830
	=====	=====	=====	=====

NOTES:

1. City of Hamilton reduced fares and special passes:

Senior Citizens-passes	\$456,375
- reduced fares	<u>149,772</u>
	606,147
Students - reduced fares	<u>334,532</u>
	\$940,679
	=====

2. Town of Stoney Creek subsidized senior citizens, the cost in 1973 was \$1,167 which was met out of the General Levy of the Area Municipality without provincial subsidy.
3. Town of Dundas has started a scheme to subsidize senior citizens, the cost in 1974 is estimated at \$1,000 which is met out of the General Levy of the Area Municipality without provincial subsidy.
4. Students on the Dundas-Hamilton Route have a reduced fare (10 tickets for \$2.70 instead of \$3.85). These figures have not been considered above.

TABLE IV-A.3

APPORTIONMENT OF 1973 DEFICITS ON BASIS OF EQUALIZED  
ASSESSMENT AND REVENUE MILES ASSUMING NET COSTS OF  
SPECIAL ADULT FARES AND PASSES ARE ALLOCATED TO THE  
AREA MUNICIPALITY BENEFITTING

		<u>Regional Transit Service</u>	<u>Net Cost of Special Ad- ult Fares</u>	<u>Total</u>
	%	\$	\$	\$
Ancaster	2.071	25,924	-	25,924
Dundas	3.349	41,921	-	41,921
Flamborough	2.736	34,248	-	34,248
Glanbrook	1.119	14,007	-	14,007
Hamilton	85.529	1,070,615	303,074	1,373,689
Stoney Creek	5.196	65,041	-	65,041
	<u>100.000</u>	<u>1,251,756</u>	<u>303,074</u>	<u>1,554,830</u>
	=====	=====	=====	=====

NOTES:

1. City of Hamilton:

reduced fares	\$149,772
passes	456,375
	<u>606,147</u>
Less 50% subsidy	<u>303,073</u>
	\$303,074
	=====

2. Town of Stoney Creek subsidized senior citizens, the cost in 1973 was \$1,167 which was met out of the General Levy of the Area Municipality without provincial subsidy.

3. Town of Dundas has started a scheme to subsidize senior citizens, the cost in 1974 is estimated at \$1,000 which is met out of the General Levy of the Area Municipality without provincial subsidy.

TABLE IV-A.4

COMPARISON OF BASES - AMOUNTS BASED ON 1973 EXPENDITURES

Inter Regional Service Deficits		Regional		Transit	Service		Deficits	
Regional Equalized Assessment		Regional Equalized Assessment		Revenue Miles	Urban Transit Area Proposals	Equalized Assessment & Revenue Miles	Equalized Assessment & Revenue Miles Char- ing all Special Fares to Benefitt- ing Municipality	Equalized Ass- essment & Rev- enue Miles Char- ing Special Adult Fares to Benefitting Municipality
Ancaster	\$ 5,323	\$	51,791	\$ 12,594	\$ 26,827	\$ 32,201	\$	\$ 25,924
Dundas	6,792		66,080	38,062	23,118	52,071		41,921
Flamborough	8,241		80,183	4,898	6,802	42,540		34,248
Glanbrook	3,434		33,413	1,399	2,702	17,399		14,007
Hamilton	124,301		1,209,425	1,450,221	1,402,878	1,329,830		1,373,689
Stoney Creek	11,710		113,938	47,656	92,503	80,789		65,041
	\$159,801		\$1,554,830	\$1,554,830	\$1,554,830	\$1,554,830		\$1,554,830
	=====		=====	=====	=====	=====		=====

NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment.
2. The deficit for 1973 was calculated as follows:
 

Hamilton Street Railway	\$3,166,792
Canada Coach Lines	102,669
	<u>\$3,269,461</u>
3. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows
 

Stabilization Payments	\$2,240,820
Fare Equalization Payments	940,679
Canada Coach Lines	48,130
	<u>\$3,229,629</u>
Less Provincial Subsidy	1,140,100
City of Hamilton	<u>\$2,089,529</u>

## COMPARISON OF BASES - AMOUNTS BASED ON 1973 EXPENDITURES

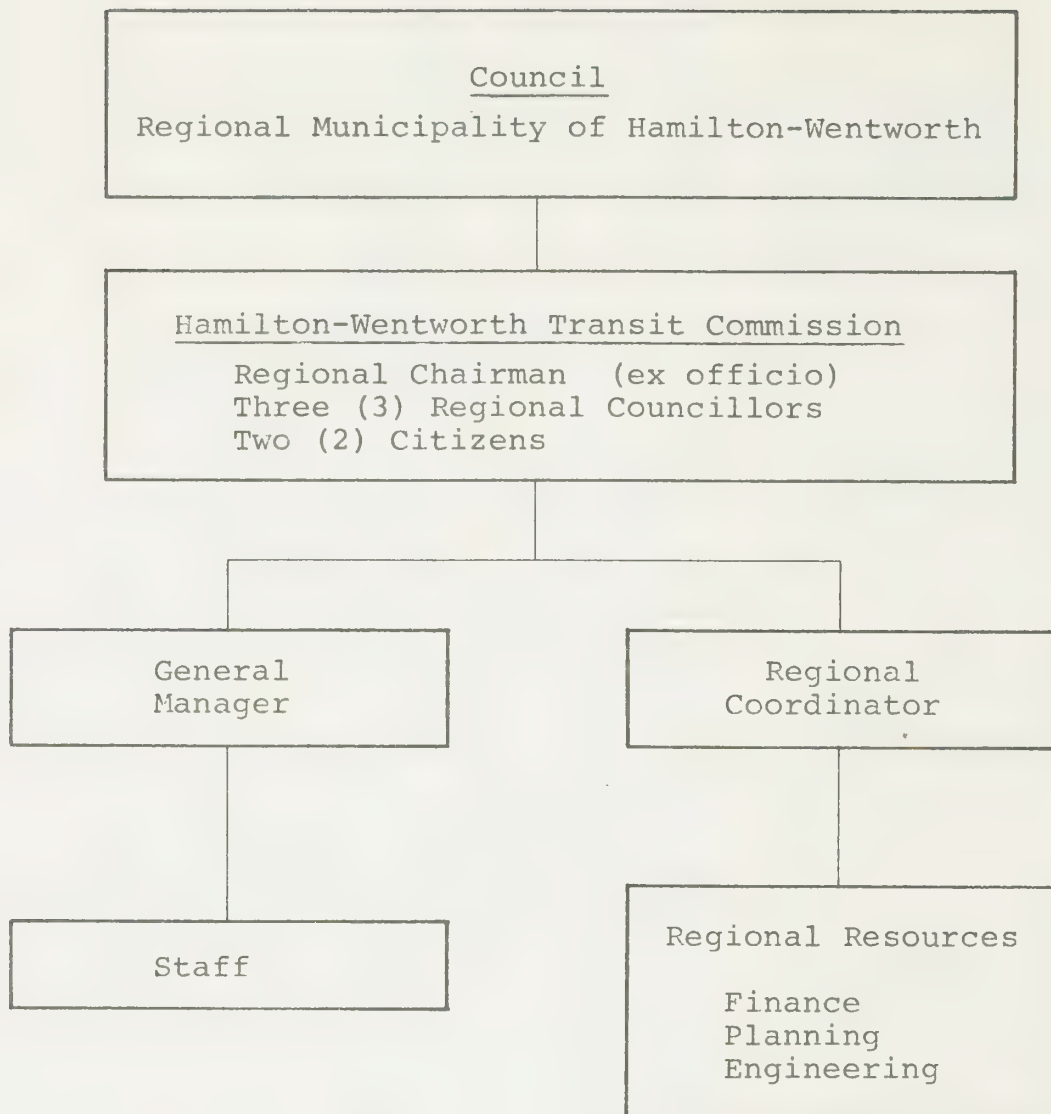
	TOTAL	TRANSIT	SERVICE	DEFICITS	
				Equalized	Equalized
				Assessment &	Assessment &
				Revenue Miles	Revenue Miles
				Charging All	Charging Special
				Special Fares	Adult Fares to
				to Benefitting	Benefitting Mun-
				Municipality	icipality
Regional		Urban Transit	Equalized		
Equalized		Area	Assessment		
Assessment		Proposals	& Revenue		
			Miles		
\$ 57,114	\$ 17,917	\$ 32,150	\$ 37,524	\$ 27,783	\$ 31,247
72,872	44,854	29,910	58,863	43,112	48,713
88,424	13,139	15,043	50,781	37,913	42,489
36,847	4,833	6,136	20,833	15,569	17,441
1,333,726	1,574,522	1,527,179	1,454,131	1,522,194	1,497,990
125,648	59,366	104,213	92,499	68,060	76,751
\$1,714,631	\$1,714,631	\$1,714,631	\$1,714,631	\$1,714,631	\$1,714,631

## NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment (\$159,801)
2. The deficit for 1973 was calculated as follows
 

Hamilton Street Railway	\$3,166,792
Canada Coach Lines	102,669
	<u>\$3,269,461</u>
3. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows

Stabilization Payments	\$2,240,820
Fare Equalization Payments	940,679
Canada Coach Lines	48,130
	<u>\$3,229,629</u>
Less Provincial Subsidy	1,140,100
City of Hamilton	<u>\$2,089,529</u>
	=====



## RECOMMENDED ORGANIZATIONAL STRUCTURE

Figure No. 11



## APPENDIX



HAMILTON TRANSIT COMMISSION

BALANCE SHEET

(As At December 31, 1973)

ASSETS:

100% of shares of The Hamilton Street Railway Co. held in trust for the City of Hamilton - at cost	\$3,250,000
--	-------------

\$3,250,000

LIABILITIES:

The City of Hamilton for principal of debentures issued on acquisition and still outstanding; 6 1/2% debentures, maturing serially 1974 to 1980	\$1,617,000
--	-------------

EQUITY: (being debenture principal retired  
to date)

Balance at December 31, 1972 . . . .	\$ 1,455,000
--------------------------------------	--------------

Principal payment to the City of Hamilton during 1973 . . . .	<u>178,000</u>
---	----------------

Balance at December 31, 1973	<u>1,633,000</u>
------------------------------	------------------

\$3,250,000

HAMILTON TRANSIT COMMISSION

STATEMENT OF EARNINGS

(FOR THE YEAR ENDED DECEMBER 31, 1973)

REVENUE:

Dividends received from The Hamilton Street Railway Company	\$ 288,890
	<hr/>

EXPENSES:

Payments to the City of Hamilton		
for debenture interest . . . .	\$ 110,890	
for debenture principal . . . .	178,000	288,890
	<hr/>	<hr/>

NET EARNINGS:

\$ -
<hr/> <hr/>

## HAMILTON STREET RAILWAY INTER-MUNICIPALITY SERVICE

### 1. Hamilton-Ancaster

- 5:30 A.M. to 6:00 P.M.;
- 7 day service;
- 10 one-way trips daily (weekday)  
(4 only to Mohawk Meadows);
- Average daily ridership (excluding city riders) is 25.

### 2. Hamilton-Dundas

- 6:00 A.M. to 1:30 A.M.;
- 7 day service;
- 90 one-way trips daily (weekday);
- Headway: Peak - 10 min.  
Off-peak - 30 min.
- Average daily ridership (excluding city riders) is 1200.

### 3. Hamilton-Stoney Creek, Queenston Rd.

- 5:15 A.M. to 12:30 A.M.;
- 7 day service;
- No Sunday service beyond Lake Avenue;
- 170 one-way trips daily (weekday);
- Headway: Peak - 15 min.)  
Off-peak - 15 min.) to Lake Ave.
- Headway: Peak - 20 min.)  
Off-peak - 30 min.) past Lake Ave.
- Average daily ridership is 1400.



HAMILTON STREET RAILWAY FIXED ASSETS

(As At December 31, 1973)

Land, Buildings and operating equipment - at cost	\$ 10,366,809
Less accumulated depreciation	6,088,973
	<hr/>
	\$ 4,277,836

LONG TERM DEBT

Comprises demand loans payable to bankers for equipment purchases

Total debt (excluding current portion due in 1974) is \$ 860,300

# HAMILTON STREET RAILWAY VEHICLE SUMMARY

as at June 1, 1974

<u>Vehicle Type</u>	<u>Year of Manufacture</u>	<u>Number</u>
<u>Buses</u>		
Diesel	1955	3
Diesel	1957	26
Diesel	1958	12
Diesel	1959	12
Gas	1960	2
Diesel	1960	12
Gas	1961	7
Diesel	1964	9
Diesel	1965	10
Diesel	1966	15
Diesel	1967	12
Diesel	1968	15
Diesel	1969	12
Diesel	1970	15
Diesel	1971	12
Diesel	1972	12
Diesel	1973	6
Diesel	1974	21
Trolley	1951	10
Trolley	1973	40
Total Buses		<u>263</u>
<u>Trucks</u>		
Chev wrecker	1944	
Ford hoist	1949	
King trailer	1950	
Diamond wrecker	1956	
Dodge stake	1958	
Ford pickup	1969	
Homemade trailer, tank	1971	
Dodge van	1973	
Dodge truck	1973	
GMC pickup	1974	
<u>Cars</u>		
2 Dr. Dodge, 6 Cyl.	1972	
2 Dr. Dodge Charger, 6 Cyl.	1973	
2 Dr. Plymouth Satellite 6 Cyl.	1973	
2 Dr. Hornet, 6 Cyl.	1974	
2 Dr. Plymouth, 6 Cyl.	1974	

HAMILTON STREET RAILWAY LAND, BUILDINGS AND

OTHER FIXED ASSETS

1. Buildings and Yard at 18 Wentworth Street, Hamilton

Three buildings:

1) Garage and Office:

- about 46 years old;
- houses head office and facilities for heavy maintenance.

2) Dispatching Office:

- over 50 years old;
- houses dispatching and ticket selling facilities.

3) Wash Barn:

- about 70 years old;
- houses driver, cafeteria and facilities for cleaning vehicles and minor repair work.

The land is about 3.5 ares in area.

2. Land in Vicinity of Hwy. 53 and Upper Wellington Street

- about 10 acres;
- currently farm land.

3. Substation at Kenilworth Ave. and Cannon Street

- houses rectifiers and transformers for trolley lines.

4. Overhead Trolley Bus Wires

- about 64 miles of one-way wire (22.5 street miles);
- 3 trolley routes: King-Main Sts., Barton St., Cannon St.

## HAMILTON STREET RAILWAY PROPOSED CAPITAL EXPENDITURES

1. To develop the 10 acre property at Hwy. 53 and Upper Wellington St. to provide a bus parking area and a garage for minor maintenance. In 1974, H.S.R. plans to level enough land to provide parking for about 25 buses at an estimated cost of \$40,000.
2. To purchase a 40 ft. x 50 ft. property on Lake Ave., from the City of Hamilton for the purpose of building a new substation. The land will cost about \$6,000. This purchase will be made in 1974.
3. To build a new substation on the Lake Ave. property and to construct 2 miles of trolley line on Queenston Rd. A preliminary cost estimate is \$350,000. This construction will take place in 1975 or 1976.
4. To purchase:
  - 23 53-passenger buses in 1975 at estimated cost of \$1,080,000
  - 23 53-passenger buses in 1976 at estimated cost of \$1,100,000
  - 24 53-passenger buses in 1977 at estimated cost of \$1,176,000
  - 25 53-passenger buses in 1978 at estimated cost of \$1,250,000
5. To enlarge the office at 18 Wentworth Street. A very preliminary cost estimate is \$100,000. This work is planned for 1974.

Subject to the approval of the Ministry of Transportation and Communications, the above expenditures may be eligible for a 75% capital assistance subsidy.

## HAMILTON STREET RAILWAY OPERATING STATISTICS - 1973

### Analysis of Revenue and Expenditures

This statement describes the Revenue and Expenditure in three categories:

1. Total Operation
2. Trolley Coaches separate from Bus Fleet. (All Trolley Coaches are operated in Hamilton only.)
3. By Routes in Area Municipalities.

Revenues are made up of Basic Passenger and other revenue (mailmen and advertising); they do not include City re-imbursements and fare stabilizations.

Expenditures include salaries, labour (maintenance and operating), materials, special repairs, rentals, depreciation, interest and dividend to Hamilton Transit Commission (for payment of debenture charges to the City of Hamilton) pro-rated on the basis of the preceeding expenditures but do not include the Provision for Improvement and Replacement.

The cost and revenue per mile are based on mileage travelled annually by vehicles.

Part of Ancaster is serviced by the Hamilton Street Railway Sanatorium route. The following are the revenue statistics for this route:

	<u>Passengers</u>	<u>Revenue</u>	<u>Miles</u>	<u>Revenue/mile</u>
City	470,185	\$109,564.	155,936	\$ .70
Ancaster	7,942	3,401.	11,336*	.30
	<u>478,127</u>	<u>\$112,965.</u>	<u>167,272</u>	<u>\$ .68</u>

\* Estimate Mileage

No expenditure figures are available but using the average cost/mile for the Bus Fleet in the City of \$1.17, the loss for Ancaster would be \$0.87 per mile or \$9,862.

The figures for Burlington include Hamilton users as far as the Canal on Beach Boulevard. Although the number of tickets purchased can be distinguished between Hamilton (176,445 - \$39,081) and Burlington (143,794 - \$65,491), the number of cash users can only be estimated.



HAMILTON STREET RAILWAY OPERATING STATISTICS - 1973 (cont'd)

It would be futile to proportion the net loss on this route between the City of Hamilton and the Town of Burlington because precise user figures are not available on the two segments of the route.

HAMILTON STREET RAILWAY OPERATING STATISTICS (cont'd)

Analysis of Revenue and Expenditure for the year ended December 31, 1973

	R E V E N U E			E X P E N D I T U R E			L O S S	
	Basic Passenger	Other	Total	Revenue/mile	Total	Cost/mile	Total	Cost/mile
Total Operation	\$6,274,736	\$115,970	\$6,390,706	\$0.78	\$9,557,498	\$1.17	\$3,166,792	\$0.39
Trolley Coaches	1,600,775	38,839	1,639,614	1.13	2,064,790	1.42	425,176	0.29
Bus Fleet	4,673,961	77,131	4,751,092	0.70	7,492,708	1.11	2,741,616	0.41
<u>Routes</u>								
City of Hamilton	5,520,600	112,291	5,632,891	0.77	8,556,191	1.17	2,923,300	0.40
Town of Burlington	171,802	927	172,729	0.66	274,368	1.05	101,639	0.39
Town of Dundas	166,174	766	166,940	0.87	218,058	1.14	51,118	0.27
Town of Stoney Creek	9,377	247	9,624	0.19	59,394	1.20	49,770	1.01
Charter Services	406,783	1,739	408,522	1.16	449,487	1.27	40,965	0.11

NOTES:

1. Ancaster routes are an extension of Hamilton Sanatorium route, and therefore no separate figures are available.
2. Stoney Creek figures only include information for the internal route.
3. The Payment by the Hamilton Street Railway to the Hamilton Transit Commission for charges in respect of debentures issued by the City of Hamilton to acquire the system have been included in expenditures, and prorated on the basis of total expenditures.
4. City of Hamilton reimbursements, fare stabilization, etc., have not been included in revenue for the purposes of this statement.
5. The Loss in 1974 will be subsidized approximately 50%, by MTC. The Loss in 1973 was subsidized by MTC using the formula calculation.

SOURCE      Hamilton Street Railway Officials

HAMILTON STREET RAILWAY OPERATING STATISTICS - 1973 (cont'd)

(for the year ended December 31, 1973)

	Miles Operated	Vehicle Hours	L A B O U R		H O U R S		Cost Per Vehicle Hour	Revenue Per Vehicle Hour
			Maintenance	Operating	Total			
Total Operation	8,178,647	716,911	192,357	925,956	1,118,313		\$ 13.33	\$ 8.91
Trolley Coaches	1,453,632	156,261	44,619	197,079	241,698		13.21	10.49
Bus Fleet	6,725,105	560,650	147,738	728,877	876,615		13.36	8.47
<u>Routes</u>								
City of Hamilton	7,324,441	645,571	173,619	827,238	1,000,857		13.25	8.72
Town of Burlington	260,117	17,968	5,681	23,145	28,826		15.27	9.61
Town of Dundas	191,367	14,849	4,181	19,125	23,306		14.69	11.24
Town of Stoney Creek	49,614	4,798	1,098	6,179	7,277		12.38	2.00
Charter Services	353,048	33,725	7,778	50,269	58,047		13.33	12.11

SOURCE: Hamilton Street Railway Officials

## HAMILTON STREET RAILWAY AGREEMENTS AND OPERATING LICENCES

### 1. Public Vehicle Operating Licences:

No. 1770, dated October 25, 1955 in respect of Hamilton-Ancaster service via Sanatorium and Mohawk Road.

No. 1771, dated October 25, 1955 in respect of Hamilton-Dundas service via Highway No. 8

No. 1772, in respect of Hamilton-Burlington service via Burlington Beach. Subsequent extensions were made to this licence to permit service to the Town of Stoney Creek and the former Township of Saltfleet - the last extension was dated November 23, 1973.

### 2. Labour Contract with the Amalgamated Transit Union, Division 107 - expires March 31, 1975.

### 3. Advertising contract with Warnock Hersey Ltd., Trans-Ad Division.

### 4. Other agreements.

eg. - contract with Firestone for tires;  
- agreement to carry postmen;  
- employee benefit agreements.

CANADA COACH LINES - INTER-MUNICIPALITY SERVICE

1. Hamilton-Ancaster
  - 7:10 A.M. to 11:20 P.M.;
  - 7 day service;
  - 52 one-way trips daily (weekday)  
(16 continue to Brantford);
  - Average daily ridership (Hamilton to Ancaster) is 340.
2. Hamilton-Dundas
  - 7:00 A.M. to 11:30 P.M.;
  - 7 day service;
  - 18 one-way trips daily (weekday)  
(all continue to Kitchener);
  - Average daily ridership (Hamilton to Dundas) is 15.
3. Hamilton-Binbrook
  - 1 bus each way each weekday;
  - Average daily ridership is 22.
4. Hamilton-Stoney Creek
  - 6:45 A.M. to 12:30 A.M.;
  - 7 day service;
  - 66 one-way trips daily (weekday)  
(36 go beyond Stoney Creek);
  - Average daily ridership is 860.



CANADA COACH LINES - INTER-MUNICIPALITY SERVICE (cont'd)

5. Hamilton-Winona

- 6:45 A.M. to 12:10 A.M.;
- 7 day service;
- 36 one-way trips daily (weekday)  
(26 go beyond Winona);
- Average daily ridership (Hamilton to Winona);
- Average daily ridership (Hamilton to Winona) is 400.

6. Hamilton-Waterdown

- 6:45 A.M. to 10:20 P.M.;
- No Sunday service;
- 12 one-way trips daily (weekday)  
(6 continue to Carlisle);
- Average daily ridership on Hamilton to Carlisle route is 106.

CANADA COACH LINES FIXED ASSETS

(As At December 31, 1973)

Land, Buildings and operating equipment - at cost	\$3,562,487
Less accumulated depreciation	2,559,782
	<hr/>
	\$1,002,705

LONG TERM DEBT

Comprises demand loans payable to bankers  
for equipment purchases

Total debt (excluding current portion due in 1974) is \$210,500

CANADA COACH LINES VEHICLE SUMMARY

(As at June 1, 1974)

<u>Vehicle Type</u>	<u>Year of Manufacture</u>	<u>Number</u>
<u>Buses:</u>		
Diesel	1953	6
Diesel	1955	19
Diesel	1956	7
Diesel	1957	3
Diesel	1958	5
Diesel	1959	4
Diesel	1960	6
Gas	1960	1
Diesel	1961	3
Diesel	1963	4
Diesel	1965	9
Gas	1965	6
Diesel	1966	6
Gas	1966	2
Diesel	1967	6
Gas	1967	10
Diesel	1968	6
Gas	1968	4
Van hool mini-bus	1970	1
Diesel	1972	6
Diesel	1973	3
Total Buses		117

Trucks:

Ford Lorry	1940
Service	1944
Ford pickup	1959
Ford Econoline van	1966

Cars:

Chevrolet, 8 Cyl.	1968
4 Dr. Mercury Monterrey, 8 Cyl.	1972
4 Dr. Mercury Marquis, 8 Cyl.	1972

## CANADA COACH LINES LAND, BUILDINGS AND OTHER FIXED ASSETS

1. Garage and yard on Catharine Street, Hamilton
  - used for parking buses and minor maintenance
2. Crystal Beach property
  - a frame building, built in 1945, is on this property
  - it can provide storage for about 4 buses
3. Welland Garages
  - 2 garages in Welland
  - 1 is rented to Coles Movers on a monthly basis
  - 1 is used primarily for school bus operations and maintenance
4. Niagara Falls Garage
  - contains major maintenance facilities
  - C.C.L. has given an option to sell this garage to the Greater Niagara Transit Commission - the option expires at the end of 1974
  - C.C.L. currently maintains Niagara Transit's fleet at this garage

### Commitments

1. To purchase 5 inter-city buses for delivery in 1974 at an estimated cost of \$300,000

## CANADA COACH LINES LIMITED OPERATING STATISTICS - 1973

The following three schedules relate to the Canada Coach Lines Limited:

- "A" Allocation of Surplus or (Deficits) By Routes for year ended December 31, 1973.
- "B" Summary of Surplus and (Deficits) for All Routes for year ended December 31, 1973.
- "C" Operating Statistics for year ended December 31, 1973.

### Schedule "A" - Allocation of Surplus or (Deficits) By Routes

This statement allocates Surplus and Deficits of the Canada Coach Line Routes wholly or partially servicing the Region, firstly between the study area encompassed by the Wentworth-Burlington Suburban Bus Study and the area outside the study on the basis of passenger miles.

Surplus or Deficits inside the study area are allocated to each area municipality on the basis of residence of the passengers.

The information used in the Study is for 1971 but the Officials have indicated that the usage of the Canada Coach Lines Limited has not increased since that time and they estimate that the incidence of users has not changed significantly.

### Schedule "B" - Summary of Surplus and (Deficits) for All Routes

This statement summarizes Schedule "C" by area municipality within the region from those outside the region and Other Routes (Charters, etc.)

### Schedule "C" - Operating Statistics

This statement basically points-up the significance of Other Routes, that is Queen Elizabeth Way Express, Charters, Sight-seeing, and Races.



CANADA COACH LINES LIMITED OPERATING STATISTICS - 1973 (cont'd)

Allocation of Surplus or (Deficits) by Routes for the year ended December 31, 1973

Route Hamilton To	Allocation		Allocation of		Inside Study Area		by Municipality				
	Surplus (Deficit)	Study Area % Amount	Study Area % Amount	Outside % Amount	Flamborough % Amount	Glanbrook % Amount	Hamilton % Amount	Stoney Creek % Amount	Non-Regional Resid. % Amount		
Buffalo	\$ ( 71,653 )	31	\$ (22,212)	69	\$ (49,441)			30.5	\$ (15,079)	22	\$ (10,877)
Binbrook	( 5,403 )			100	( 5,403 )	18	( 973 )	82	( 4,430 )		
Dunnville	( 3,697 )	51	( 1,885 )	49	( 1,812 )*	9	( 163 )	56	( 1,015 )	35	( 634 )
Tilsonburg	( 7,263 )	51	( 3,704 )	49	( 3,559 )*	7	( 249 )	54	( 1,922 )	39	( 1,388 )
Brantford	( 12,312 )	24	( 2,955 )	76	( 9,357 )			25	( 2,339 )	17	( 1,591 )
Lynden	( 3,583 )			100	( 3,583 )	33	( 1,182 )	34	( 1,219 )		
Kitchener	19,621	44	8,633	56	10,988*	14	1,538	50	5,494	36	3,956
Guelph	7,622	37	2,820	63	4,802*	17	816	56	2,641	28	( 1,345 )
Waterdown	( 20,021 )			100	( 20,021 )	56	( 11,212 )	25	( 5,005 )	19	( 3,804 )
Milton	( 47,171 )			100	( 47,171 )			8	( 3,774 )	92	( 43,397 )
	\$ (143,860)		\$ (19,303)		\$ (124,557)		\$ ( 1,385 )		\$ (26,648)		\$ (23,485)
	=====		=====		=====		=====		=====		=====
											\$ (56,390)
											=====

NOTE 1: The Surplus or Deficit was usually allocated between the study area encompassed by the Wentworth-Burlington Suburban Bus Study and the area outside that study by route on the basis of passenger miles.

NOTE 2: The Surplus or Deficit allocated to the above study area is apportioned to each Area Municipality on the basis of the residence of the passengers ascertained by the Wentworth-Burlington Suburban Bus Study, except where marked\* in which the amounts are allocated on the basis of a sample of the ticket lift taken by the Ministry of Transportation and Communications in November 1972.

NOTE 3: The above information excludes the Queen Elizabeth Way Express Route, Charters, Sightseeing, and Races.

NOTE 4: The Study Area encompassed by the Wentworth-Burlington Suburban Bus Study was Wentworth County and the Town of Burlington.

CANADA COACH LINES LIMITED OPERATING STATISTICS - 1973 (cont'd)

Summary of Surplus and (Deficits) for All Routes for the year ended December 31, 1973.

Routes Wholly or Partially Serving the Region

Town of Ancaster	\$ ( 6,609.)	\$
Township of Flamborough	( 10,040.)	
Township of Glanbrook	( 1,385.)	
City of Hamilton	( 26,648.)	
Town of Stoney Creek	<u>( 23,485.)</u>	( 68,167.)
Outside Region		<u>( 75,693.)</u>
		(143,860.)

Other Routes

41,191.  
\$ (102,669.)

NOTE: Other Routes include Queen Elizabeth Way Express (Non Stop) Charter, Sightseeing and Races.

SOURCE: Canada Coach Line Officials and the Wentworth-Burlington Suburban Bus Study.

CANADA COACH LINES LIMITED OPERATING STATISTICS - 1973 (cont'd)

Operating Statistics for the year ended December 31, 1973

	<u>Routes Wholly or Partially Serving Region</u>	<u>Other Routes (See Note)</u>	<u>Total</u>
Driving Hours	62,712.	82,467.	145,179.
Bus Miles	1,404,840.	1,773,191.	3,258,031.
Total Revenue	\$ 1,173,761.	\$ 1,723,010.	\$ 2,896,771.
Total Costs	\$ 1,317,621.	\$ 1,681,819.	\$ 2,999,440.
Surplus or (Deficit)	\$ ( 143,860.)	\$ 41,191.	\$ ( 102,669.)

NOTE: Other Routes include Queen Elizabeth Way Express (Non Stop) Charter, Sight-seeing and Races.

SOURCE: Canada Coach Line Officials and the Wentworth-Burlington Suburban Bus Study.

# OPERATING STATISTICS - 1973

## Consolidation of Deficits of Hamilton Street Railway and Canada Coach Lines Limited by Area Municipality for the year ended December 31, 1973

	<u>Hamilton Street Railway</u>		<u>Canada Coach Lines Ltd.</u>		<u>Total Deficits</u>		<u>Percentage of Total Deficit</u>
	\$		\$		\$	%	
Town of Ancaster	9,862		6,609		16,471		0.50
Town of Dundas	51,118				51,118		1.56
Township of Flamborough			10,040		10,040		0.31
Township of Glanbrook			1,385		1,385		0.04
City of Hamilton	2,913,438		26,648		2,940,086		89.93
Town of Stoney Creek	49,770		23,485		73,255		2.24
	\$3,024,188		\$ 68,167		\$3,092,355		94.58 %
Other	142,604		34,502		177,106		5.42
	\$3,166,792		\$102,669		\$3,269,461		100.00 %

NOTE 1: Other includes Town of Burlington and Charter Services deficits of the Hamilton Street Railway and route deficits attributable to Outside the Region and the revenue of Other Routes (Queen Elizabeth Way Express, Charter, Sightseeing and Races) of the Canada Coach Lines Limited

NOTE 2: See Notes on pages A-10 and A-19

NOTE 3: Ministry of Transportation and Communications may subsidize the deficit within the Region.

NOTE 4: Deficit for Town of Ancaster includes estimates for HSR (see page i)

SOURCE: Consolidation of page A10 Hamilton Street Railway and  
page A19 Canada Coach Lines Limited

## CANADA COACH LINES AGREEMENTS AND OPERATING LICENCES

### 1. Public Vehicle Operating Licences:

No. 27	- Hamilton to Port Dover, Simcoe and Nanticoke Airport
No. 30	- Hamilton to Guelph
No. 32	- Hamilton to Binbrook
No. 33	- Hamilton to Caledonia and Dunnville
No. 37	- Hamilton to Aldershot and Waterdown
No. 104	- Port Colborne to Welland
No. 105	- Welland to Fenwick
No. 106	- Crystal Beach to Hwy. No. 3
No. 108	- Ridgeway to Fort Erie
No. 207	- Brantford to Burford and Tillsonburg
No. 1060	- Welland to Fort Erie
No. 1071	- Niagara Falls to Crystal Beach
No. 1401	- Caledonia to Brantford
No. 1529	- Hamilton to Galt
No. 1604	- Port Colborne to Fort Erie
No. 1701	- Hamilton to St. Catharines, Niagara Falls and Buffalo (via Hwy. No. 8 or Q.E.W.)
No. 1735	- Welland to Niagara Falls
No. 1764	- Hamilton to Welland and Fort Erie
No. 1773	- Brantford to Lynden and Dundas & Hamilton
No. 1789	- Hamilton to Winona
No. 1798	- Hamilton to Burlington and Milton
No. 1843	- Blair to Preston, Galt and Kitchener
No. 1856	- Sightseeing service from Niagara Falls to Welland Ship Canal
No. 2518	- Kitchener to Waterloo

C.C.L. does not exercise its complete rights to provide service on the routes defined by Licence No.'s 27, 105, 207, 1071, 1401 and 1773.

2. Rental agreement with Gray Coach Lines regarding use of the Hamilton Bus Terminal - expires August 5, 1976.
3. Labour contract with Amalgamated Transit Union, Division 107 - expires March 31, 1975.
4. C.C.L. is the Gray Line Operator providing sightseeing service in Niagara Falls, Ontario and Niagara Falls, New York.
5. Rental agreement with Bolus Revelas and Bolus regarding use of the Niagara Falls Bus Terminal - expires in 1988.
6. Rental agreement with Coles Movers for use of C.C.L.'s Welland garage - on a monthly basis.



7. Contracts with school boards:

The Waterloo Board of Education (Cambridge)  
The Niagara South Board of Education (Welland-  
Crystal Beach-Port Colborne)

8. Agency agreements.

9. Other agreements.

July 17, 1974

Re: Transit Service

Dear Sir:

The Council of the Regional Municipality of Hamilton-Wentworth has agreed in principle, that effective January 1, 1975, the Hamilton Street Railway Company and its subsidiaries become a Regional responsibility. The Council has formed a Transit Co-ordinating Committee to advise it as to how this transfer is to take place and what the financial implications are of the transfer.

The Technical Advisory Committee, reporting to the Transit Co-ordinating Committee, has met and has had the terms of reference and job scope approved. Included in its tasks is an identification of possible and probable service increases outside the City of Hamilton. In order to assist the Committee in this task, it is requested that you consider the likely transit service changes, extensions or any other improvements, which may be required by your Municipality in the next five (5) years.

In order to assist you in this task, I and a representative of the Hamilton Transit Commission are willing to meet with you, at your convenience.

Your early response to this request would be appreciated.

Yours very truly,

H.O. Schweinbenz  
Secretary, Technical  
Advisory Committee.

HOS;er

cc: Clerks & Engineers





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